

# NASA Ames 2007 Diversity Assessment Survey

## Final Findings Report

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## **Executive Summary**

NASA Ames sponsored the 2007 Diversity Assessment Survey to establish baseline measures of NASA Ames employee perceptions about workplace diversity and to identify steps that can be taken to enhance diversity at NASA Ames. The survey was administered via the web to all 1,260 NASA Ames civil service employees between October 15 and December 7. Of 1,259 eligible employees, 637 returned completed surveys, for a response rate of 50.6%. Respondents were very similar to the overall NASA Ames population with respect to supervisory status, job tenure, age, education, and work schedule and generally similar in gender and race/ethnicity.

The remainder of this Executive Summary includes key findings from the survey about the five research questions explored in the survey.

### **RESEARCH QUESTION 1: Do employees at NASA Ames understand diversity and its benefits?**

One of the strengths of NASA Ames identified in the findings is that most survey respondents seem to understand the NASA Ames Diversity mission: About three fourths of them disagreed that diversity is mostly about physical characteristics of people. Many also believe diversity can be a source of business advantage in the Center's work. In their own words, they said diversity can promote the Center's mission. However, a minority of respondents were not sure whether diversity at NASA Ames actually leads to better products and others expressed the view that diversity at NASA Ames is mostly about filling quotas.

### **RESEARCH QUESTION 2: What are employees' perceptions regarding the culture of diversity at NASA Ames?**

About 80% to 85% of respondents had positive general perceptions about some aspects of organizational culture—for example, NASA Ames policies promote fair treatment of employees, NASA Ames encourages participation in diversity training, and employees have a responsibility to promote workplace diversity. Fewer than 70%, however, agreed that employees encourage workplace participation and inclusion of coworkers with different personal characteristics or viewpoints in workplace tasks. In addition, only about half the respondents agreed that the diversity training provided to employees is useful. In their comments about how to improve diversity at NASA Ames, many respondents focused on improving diversity training. Only about a third of respondents agreed that NASA Ames uses diversity effectively to increase productivity. A similar number also said that diversity sometimes leads to workplace problems.

Respondents' perceptions about the managers and supervisors they work with were generally less positive (they ranged from 47% to 73%), particularly about what managers and supervisors do (e.g., help employees of different cultures to interact effectively in the workplace and help employees to recognize prejudices that foster workplace discrimination), compared with what they encourage and value with respect to diversity.

### **RESEARCH QUESTION 3: How do employees perceive their own experiences at NASA Ames?**

Respondents' perceptions were mixed about their experiences with acceptance at NASA Ames. More than three fourths indicated that feeling uncomfortable or unaccepted because of personal characteristics was not an issue. However, about one fifth reported they have felt pressured to change things about themselves in order to fit in at NASA Ames, and another fifth responded neutrally to that statement.

Although many respondents reported positive perceptions about use of their skills at NASA Ames (about 70%), perceptions were less positive regarding opportunities for professional development, mentoring, and advancement (ranged from 53% to 67%).

Positive perceptions were more prevalent among respondents about being able to express their opinions and having coworkers listen respectfully to their work-related views. A notable minority of respondents, however, reported feeling either neutral or negative about being free to express their opinions and alternative viewpoints.

Very low percentages of respondents indicated that they have been treated unfairly because of people's assumptions about their personal characteristics (from 1% to 5%), but there were subgroup differences by gender and White/Non-White status. Many respondents also reported they had not been harassed because of personal characteristics. However, only 57% of respondents said they do not feel there will be negative consequences if they report unfair treatment at work.

Although about 67% of respondents reported they felt like valued employees at NASA Ames and 72% would recommend NASA Ames as a good place to work, about 20% reported they often think of leaving NASA Ames for other employment and another 25% responded neutrally to that statement.

### **RESEARCH QUESTION 4: How aware are employees of NASA Ames policies and initiatives to promote diversity?**

Nearly all respondents said they are very familiar with the *Astrogram*, and many are at least somewhat familiar with the NASA Ames policy statement on non-harassment in the workplace and the NASA Ames Diversity Policy, but half or more indicated they are not familiar with the NASA Ames Diversity Implementation Plan, the Diversity Leadership Course, or the Office of Diversity and Equal Opportunity website.

### **RESEARCH QUESTION 5: How effective do employees think NASA Ames has been, overall, in creating an inclusive work environment?**

Percentages of positive perceptions among respondents ranged from about 50% to 70% on the seven overall effectiveness items. They were highest for items about promoting professional growth, fostering mutual trust and respect in the workplace, and valuing individual contributions. Percentages of positive perceptions clustered around 60% for providing a

supportive environment for every employee, sharing information with employees so they can do their best work, and creating a strong teamwork culture. Only 50% of respondents reported positive perceptions on the overall effectiveness of NASA Ames in educating employees on how diversity fosters creativity and innovation. Respondents had many suggestions for improving diversity at NASA Ames in their comments to the open-ended questions.

For many items in the survey, positive perceptions were less common among Non-White respondents, nonsupervisors, women, respondents working at NASA Ames for more than 10 years, and respondents 40 years or over than among Whites, supervisors, men, respondents working at NASA Ames for 10 years or less, and respondents younger than 40.

## Table of Contents

Purpose .....	1
About the Survey.....	1
Questionnaire.....	1
Sample and Survey Administration .....	1
Respondents .....	2
Analysis Notes for Understanding Survey Findings .....	2
Frequency Percentages.....	2
Positive/Neutral/Negative Percentages .....	2
Crosstabulation Results.....	3
Average Effectiveness Score.....	4
Quoted Responses for Items G1 and G2.....	4
Organization of the Report.....	5
Respondent Profile .....	6
Survey Findings by Research Question.....	10
RESEARCH QUESTION 1: Do employees at NASA Ames understand diversity and its benefits? .....	10
Understanding of Diversity and Its Benefits .....	10
<i>Understanding</i> .....	10
<i>Benefits</i> .....	12
<i>Notable Subgroup Findings: Understanding Diversity and Its Benefits</i> .....	12
RESEARCH QUESTION 2: What are employees' perceptions regarding the culture of diversity at NASA Ames?.....	14
General Perceptions About the Organizational Culture.....	15
<i>Encouragement for and Implementation of Workplace Diversity</i> .....	15
<i>Diversity Training</i> .....	15
<i>Notable Subgroup Findings: General Organizational Culture</i> .....	15
Employee Perceptions About Managers and Supervisors .....	17
<i>Notable Subgroup Findings: Managers and Supervisors</i> .....	18
RESEARCH QUESTION 3: How do employees perceive their own experiences at NASA Ames?.....	21
<i>Acceptance</i> .....	21
<i>Notable Subgroup Findings: Acceptance</i> .....	22
<i>Opportunities</i> .....	23
<i>Notable Subgroup Findings: Opportunities</i> .....	23
<i>Open Communication</i> .....	25
<i>Notable Subgroup Findings: Open Communication</i> .....	25
<i>Fair Treatment</i> .....	27
<i>Notable Subgroup Findings: Fair Treatment</i> .....	28
<i>Attachment to NASA Ames</i> .....	30
<i>Notable Subgroup Findings: Attachment</i> .....	30
RESEARCH QUESTION 4: How aware are employees of NASA Ames policies and initiatives to promote diversity? .....	31

RESEARCH QUESTION 5: How effective do employees think NASA Ames has been, overall, in creating an inclusive work environment?.....	33
<i>Notable Subgroup Findings: Inclusive Work Environment</i> .....	34
Effectiveness Score.....	35
Question G2: What could NASA Ames do to improve workplace diversity?.....	36
<i>Improve Diversity Training</i> .....	36
<i>Improve Recruiting</i> .....	37
<i>Promote Diversity Awareness More Effectively</i> .....	37
<i>Increase the Number of Women, Asians, Hispanics, and African Americans Among Managers</i> .....	38
<i>Hold Managers Accountable / Assist Managers / Reward Best Practice</i> .....	38
<i>Focus on Teamwork and Collaboration</i> .....	39
<i>Focus on Similarities, Not Differences</i> .....	39
<i>Focus on Individual Merit to Achieve Center Success</i> .....	39
<i>Miscellaneous</i> .....	40
Overall Summary .....	41
RESEARCH QUESTION 1: Do employees at NASA Ames understand diversity and its benefits? .....	41
RESEARCH QUESTION 2: What are employees' perceptions regarding the culture of diversity at NASA Ames?.....	41
RESEARCH QUESTION 3: How do employees perceive their own experiences at NASA Ames?.....	42
RESEARCH QUESTION 4: How aware are employees of NASA Ames policies and initiatives to promote diversity? .....	43
RESEARCH QUESTION 5: How effective do employees think NASA Ames has been, overall, in creating an inclusive work environment?.....	43
Conclusions.....	44
Strengths.....	44
Not Yet Strengths .....	44
Challenges .....	45
Awareness of Diversity Information Sources, Training, and Initiatives .....	46
Other Issues of Note from Respondents' Comments.....	46
Recommendations for Action Planning.....	47
First Step: Review and Discuss Relevant Information .....	47
Second Step: Develop Action Plans .....	47
Third Step: Communicate and Implement Action Plan Goals and Priorities .....	47
Fourth Step: Monitor and Evaluate Effectiveness .....	48

## Appendixes

Appendix A: NASA Ames 2007 Diversity Assessment Survey.....	A-1
Appendix B: Survey Invitation Email and Reminder Email .....	B-1
Appendix C: Survey Method Details .....	C-1
Appendix D: Frequency Tables for All Survey Items.....	D-1
Appendix E: Responses to Open-Ended Questions G1 and G2.....	E-1

## **List of Tables**

Table 1. Characteristics: Sample and Population Percentages .....	8
Table 2. Effectiveness Score by Subgroups.....	35

## **List of Figures**

Figure 1. Comparison of Survey Respondents with NASA Ames Population.....	6
Figure 2. Understanding Diversity and Its Benefits .....	10
Figure 3. General Perceptions about the Culture of Diversity at NASA Ames .....	14
Figure 4. Perceptions about Managers and Supervisors.....	17
Figure 5. Personal Work Experiences: Acceptance .....	21
Figure 6. Personal Work Experiences: Opportunities .....	23
Figure 7. Personal Work Experiences: Open Communication .....	25
Figure 8. Personal Work Experiences: Fair Treatment .....	27
Figure 9. Personal Work Experiences: Attachment to NASA Ames .....	30
Figure 10. Awareness of NASA Ames Policies and Initiatives to Promote Diversity .....	31
Figure 11. Inclusive Work Environment .....	33

# **NASA Ames 2007 Diversity Assessment Survey**

## **Purpose**

The NASA Ames Research Center Diversity mission, as stated in the Diversity Implementation Plan, Office of Diversity and Equal Employment Opportunity, is to “create an inclusive work environment that recognizes and appreciates all employees’ perspectives, allows employees opportunities to reach their highest potential, and embeds diversity principles in decision-making processes to reinforce a high-performance culture.”<sup>1</sup> As part of its commitment to practicing the principles of diversity, NASA Ames sponsored the 2007 Diversity Assessment Survey to establish baseline measures of NASA Ames employee perceptions about workplace diversity and to identify steps that can be taken to enhance diversity at NASA Ames.

The survey was designed to address the following topics:

- Employee understanding and awareness of diversity at NASA Ames Research Center
- Employee perceptions about the culture of diversity at NASA Ames, including how managers and supervisors promote and practice NASA Ames diversity policies
- Employee perceptions about their personal work experiences
- Employee awareness of specific diversity information and initiatives at NASA Ames
- Employee perceptions about the overall effectiveness of NASA Ames in creating an inclusive work environment that values and supports its employees

## **About the Survey**

### **Questionnaire**

The survey included 93 items addressing the five topics listed above and 10 demographic questions. In addition, the survey included two open-ended questions asking employees what workplace diversity means to them and what NASA Ames could do to improve diversity in the workplace. The survey was estimated to take 15 minutes or less to complete. Employees were allowed to complete the survey during work hours (see Appendix A for a copy of the survey).

### **Sample and Survey Administration**

The sample for the survey was a census of all full-time and part-time NASA Ames civil service employees in mid-October 2007—a total of 1,260 employees. The survey was administered electronically from October 18 through December 7. Weekly reminders were emailed to survey nonrespondents. Technical support was provided via email and telephone to

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<sup>1</sup> Source: The mission statement is available at the Office of Diversity and Equal Opportunity website: <http://eo.arc.nasa.gov/ARC%20Diversity%20Plan.pdf>.

employees with questions or comments about the survey. A total of 637 of 1,259 eligible employees responded to the survey, for a response rate of 50.6%.

## **Respondents**

The proportions of respondents reporting various demographic and work-related characteristics were very similar to the proportions of the total NASA Ames population with those characteristics. However, there were some small differences. See Figure 1 for a profile of the respondents and a comparison with NASA Ames population characteristics and Table 1 for more detailed information about the respondents. In comparison with administrative records for the NASA Ames population, the percentage of women participating in the survey was higher than in the population (36.6% vs. 31.3%). The percentages of several respondent groups were lower in the sample than in the population (Whites, Hispanics/Latino Americans, and Asian/Pacific Islanders), whereas the percentages for other groups were higher (Blacks/African Americans and those selecting more than one race).

## **Analysis Notes for Understanding Survey Findings**

### **Frequency Percentages**

Three 5-point Likert-type response scales were used in the survey: (a) *Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree*; (b) *Never, Seldom, Sometimes, Often, Always*; and (c) *Ineffective, Somewhat Ineffective, Neither Effective nor Ineffective, Somewhat Effective, Effective*. In Sections A and B of the survey, respondents had the additional option of answering *Don't Know/Does not Apply*. When the frequency percentages were calculated, *Don't Know/Does not Apply* responses were removed from the denominator (however, Appendix D contains complete frequency information for each item). When relevant, the percentages of *Don't Know* responses are discussed in the text. Text percentages are rounded to the first decimal place (e.g., 74.3%).

### **Positive/Neutral/Negative Percentages**

The figures throughout the remaining sections of this report contain the percentages of positive, neutral, and negative perceptions for each survey item. For most items, Positive, Neutral, and Negative were defined as follows:

**Positive:** the percentage of respondents answering *Strongly Agree or Agree, Seldom or Never, or Somewhat Effective or Effective*.

**Neutral:** the percentage of respondents choosing the middle response option in the 5-point scale (*Neither Agree Nor Disagree, Sometimes, Neither Effective Nor Ineffective*).

**Negative:** the percentage of respondents answering *Strongly Disagree or Disagree, Often or Always, or Ineffective or Somewhat Ineffective*.

For **reverse-worded items**, which are identified in the figures by an (R) at the end of the item, Positive and Negative were defined differently:

**Positive:** the percentage of respondents answering *Strongly Disagree* or *Disagree*, or *Often* or *Always*.

**Negative:** the percentage of respondents answering *Strongly Agree* or *Agree*, or *Seldom* or *Never*.

For example, a response of *Disagree* to the statement “I have felt pressure to change things about myself in order to fit in at NASA Ames” was classified as a positive perception.

For the D items about awareness of NASA Ames diversity policies and information sources (Figure 10), the percentages in the figure represent four response options, which are described in the figure and the figure notes.

All percentages in all figures have been rounded to whole numbers. Thus, for a single item they may not add to 100%; also, they may differ slightly from the percentages presented in the text, most of which were rounded to the first decimal place.

In the text, when a statement appears that  $x$  percentage “agreed” with the item, the percentage includes both those responding *Agree* or *Strongly Agree* to the item. Similarly, “disagreed” represents those who said *Disagree* or *Strongly Disagree*.

## **Crosstabulation Results**

Under the heading of “Notable Subgroup Findings,” the results of selected cross-tabulations highlight differences in perceptions within population subgroups. The criterion for “notable” within a subgroup was a difference of about 9 percentage points in positive perceptions. The subgroups examined were Gender, Race/Ethnicity, Age, Tenure, and Supervisory Status. For the crosstabulations, members of subgroups were collapsed if necessary to achieve two categories for each subgroup. For example, for the supervisory status subgroup, the “supervisor” category includes supervisors, managers, and executives, and the “nonsupervisor” category includes nonsupervisors and team leaders. For the race/ethnicity subgroup, White respondents represent one category, and the Non-White category includes respondents who identified themselves as Asian/Pacific Islander, Hispanic/Latino American, Black/African American, American Indian/Alaska Native, Multiracial, and Other. The ways in which other subgroup categories were collapsed are evident in the text descriptions.

### **Average Effectiveness Score**

An Effectiveness Score that represents the respondent's average response to Items E1 through E7 was computed by summing the respondent's score for each of the E items and dividing by the number of items the respondent answered. The following scale was used:

- 1 = Ineffective
- 2 = Somewhat Ineffective
- 3 = Neither Ineffective nor Effective
- 4 = Somewhat Effective
- 5 = Effective

For example, assume a respondent answered 6 items and his/her responses were as follows:

- E1 = somewhat effective (=4)
- E2 = somewhat effective (=4)
- E3 = somewhat effective (=4)
- E4 = effective (=5)
- E5 = effective (=5)
- E6 = missing (did not answer)
- E7 = neither ineffective nor effective (=3)

This person's score would be computed as:  $(4+4+4+5+5+3)/6 = 25/6 = 4.16$ .

Effectiveness scores were computed for each respondent and for population subgroups.

### **Quoted Responses for Items G1 and G2**

The report contains various quotations from respondents' comments to the two open-ended questions: What does workplace diversity mean to you? and What could NASA Ames do to improve diversity in the workplace? To make it easy to identify the quotations, they are presented in the style of block quotes—that is, without quotation marks, indented on the left, and in a smaller point size.

## **Organization of the Report**

The remainder of this document contains a profile of the respondents and the survey results for the following research questions:

- RESEARCH QUESTION 1: Do employees at NASA Ames understand diversity and its benefits?
- RESEARCH QUESTION 2: What are employees' perceptions regarding the culture of diversity at NASA Ames, including perceptions about managers and supervisors?
- RESEARCH QUESTION 3: How do employees perceive their own experiences at NASA Ames?
- RESEARCH QUESTION 4: How aware are employees of NASA Ames policies and initiatives to promote diversity?
- RESEARCH QUESTION 5: How effective do employees think NASA Ames has been, overall, in creating an inclusive work environment?

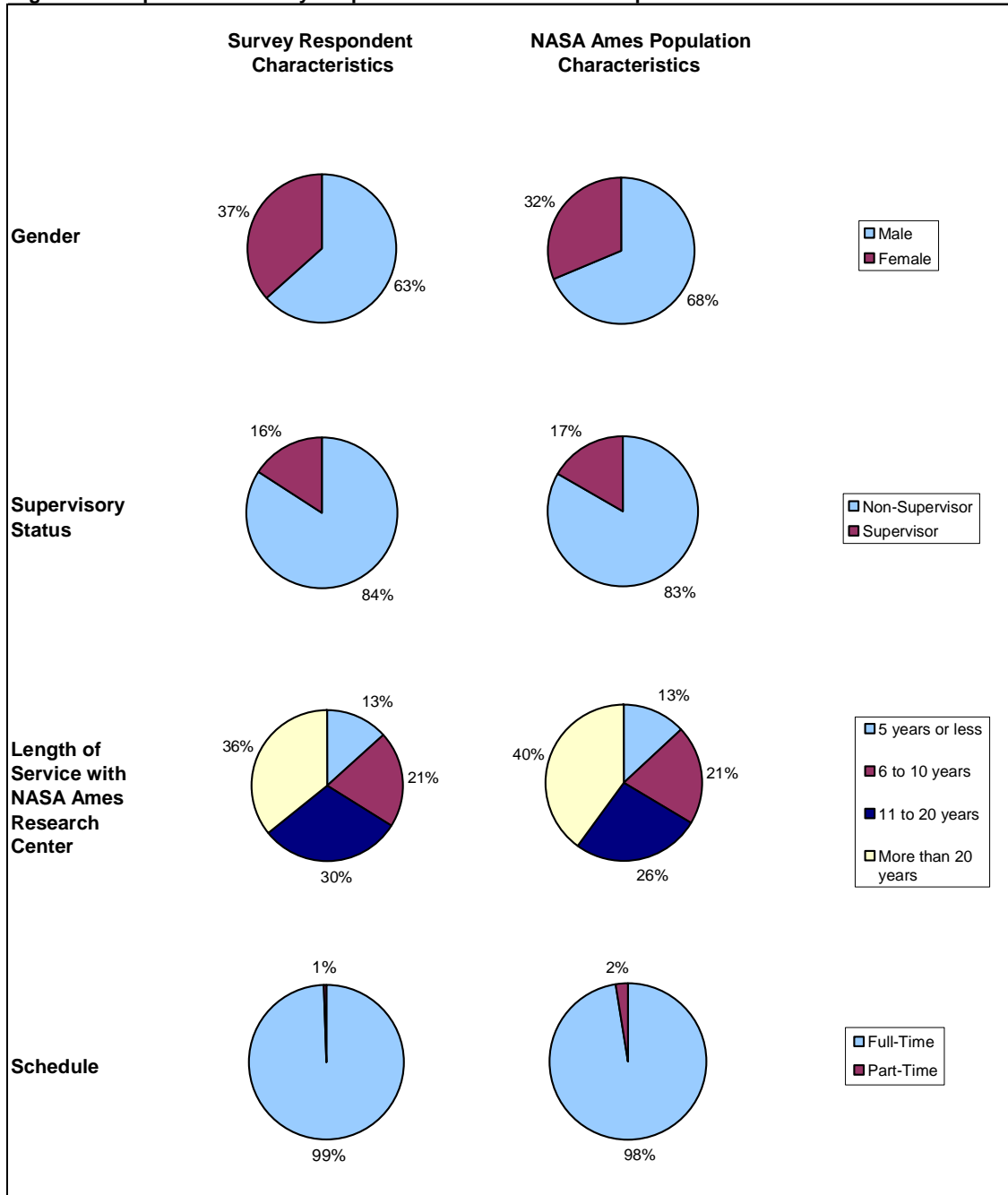
The report closes with an overall summary of the findings, conclusions, and recommendations for action planning derived from the findings.

The report appendixes include a Microsoft Word version of the web survey, samples of survey administration materials, a description of the survey methods, frequency tables for each survey item, and responses to the two open-ended questions in the survey.

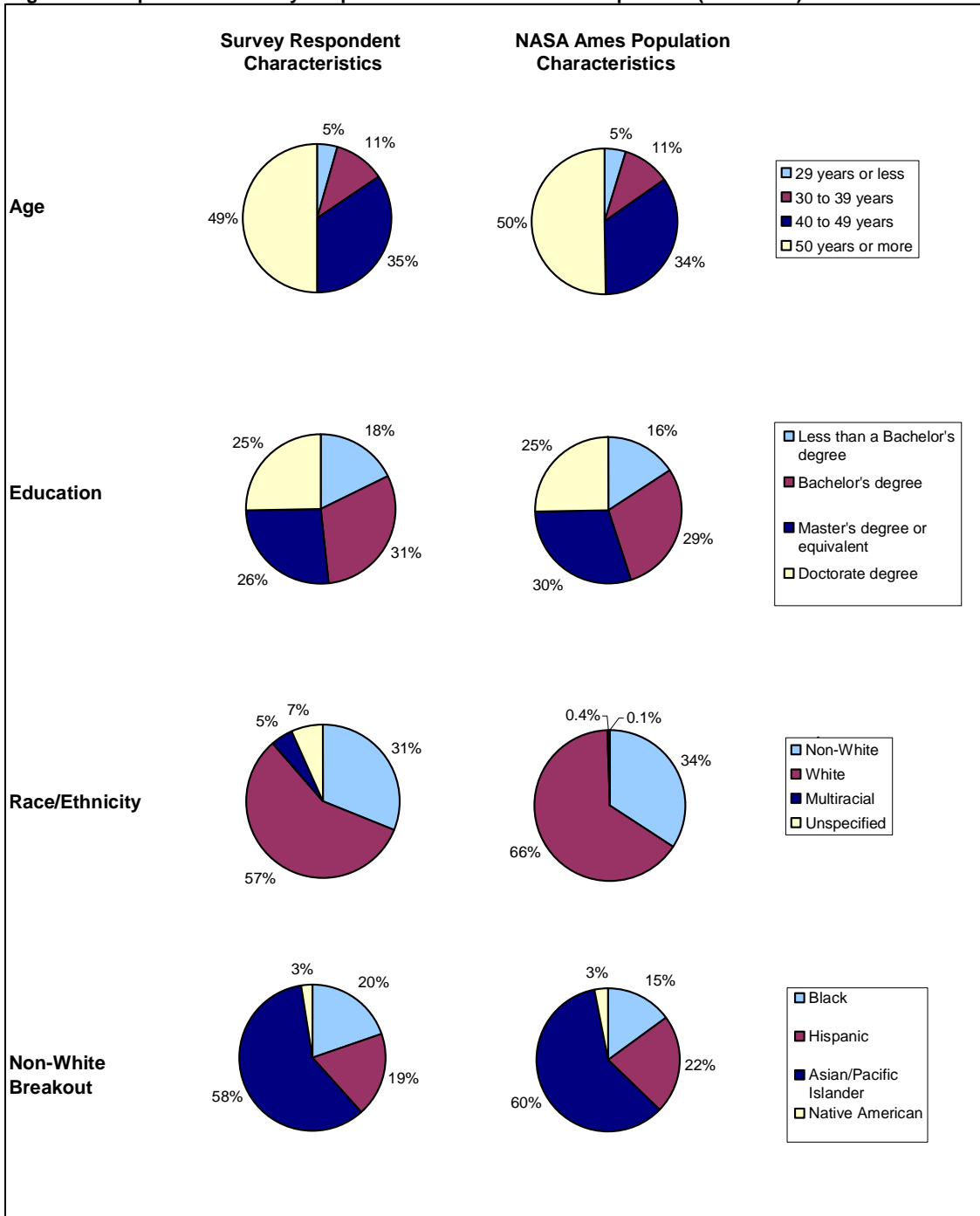
## Respondent Profile

Figure 1 clearly indicates that respondents are generally representative of the overall NASA Ames civil service population. Table 1, which summarizes respondents' answers to background questions F1–F10, provides more detail about respondents' characteristics. Subtotals for some characteristics are presented in Table 1 to align the survey data better with available administrative information about the NASA Ames population (e.g., the sample percentages for “doctorate degree” and “post-doctorate degree” were combined to correspond to the population percentage for “doctorate”). For some data collected in the survey, comparable population data are not available.

**Figure 1. Comparison of Survey Respondents with NASA Ames Population**



**Figure 1. Comparison of Survey Respondents with NASA Ames Population (continued)**



**Table 1. Characteristics: Sample and Population Percentages**

<b>Characteristic</b>	<b>Sample %</b>	<b>Population %</b>
<b><i>Supervisory Status</i></b>		
Nonsupervisor	46.0	83.1
Team Leader	38.3	0.1
<b>Subtotal (Non-supervisor)</b>	<b>84.3</b>	<b>83.2</b>
Supervisor	8.2	10.4
Manager	5.0	6.4
Executive	2.5	
<b>Subtotal (Supervisor/Manager/Executive)</b>	<b>15.7</b>	<b>16.8</b>
<b><i>Tenure at NASA Ames</i></b>		
Less than 1 year	4.7	5.8
1 to 2 years	2.8	1.5
3 to 5 years	5.8	5.8
6 to 10 years	20.5	20.6
11 to 20 years	30.3	26.3
More than 20 years	35.8	40.0
<b><i>Full-time/Part-time Status</i></b>		
Full-time	97.6	99.4
Part-time	2.4	0.6
<b><i>Official Flex-time Schedule</i></b>		
Yes, work flex time	39.1	NA
No	60.9	NA
<b><i>Gender</i></b>		
Male	63.4	68.0
Female	36.6	31.3
<b><i>Age Group</i></b>		
25 years old or younger	2.2	2.4
26-29 years old	2.4	2.1
30-39 years old	10.7	11.0
40-49 years old	34.3	34.5
50-59 years old	35.9	36.2
60 years or older	14.5	13.8
<b><i>Marital Status</i></b>		
Married	69.1	NA
Divorced	10.5	NA
Widowed	1.8	NA
Separated	0.8	NA
Single, never been married	14.3	NA
Living with a domestic partner	3.5	NA

(continues on next page)

**Table 1. Characteristics: Sample and Population Percentages (continued)**

<b>Characteristic</b>	<b>Sample %</b>	<b>Population %</b>
<b><i>Highest Level of Schooling</i></b>		
High school graduate/GED or lower	2.7	14.0
Some college or 2-year degree	13.2	
Associate degree		3.7
<b>Subtotal (Less than a BA degree)</b>	15.9	17.7
4-year college graduate	29.2	30.7
Master's degree/equivalent	29.7	26.3
Doctorate degree	14.6	25.2
Post-doctorate	10.6	NA
<b>Subtotal (Doctorate/Post-doc)</b>	25.2	25.2
<b><i>Race/Ethnicity<sup>a</sup></i></b>		
Hispanic/Latino American	5.2	7.5
White	57.6	64.9
Black/African American	6.1	5.1
American Indian/Alaska Native	0.8	1.0
Asian/Pacific Islander	19.5	20.3
Multiracial	4.7	0.4
Other/Unspecified/Missing	6.6	0.1
<b><i>Disability</i></b>		
Yes	6.8	NA
No	93.2	NA

Note: NA indicates that population data were not available for comparison with self-reported survey data.

<sup>a</sup>Percentages for groups listed under Race/Ethnicity may not match percentages shown for race/ethnicity items in Appendix D because a multiracial category was created to allow comparisons with the NASA Ames population data.

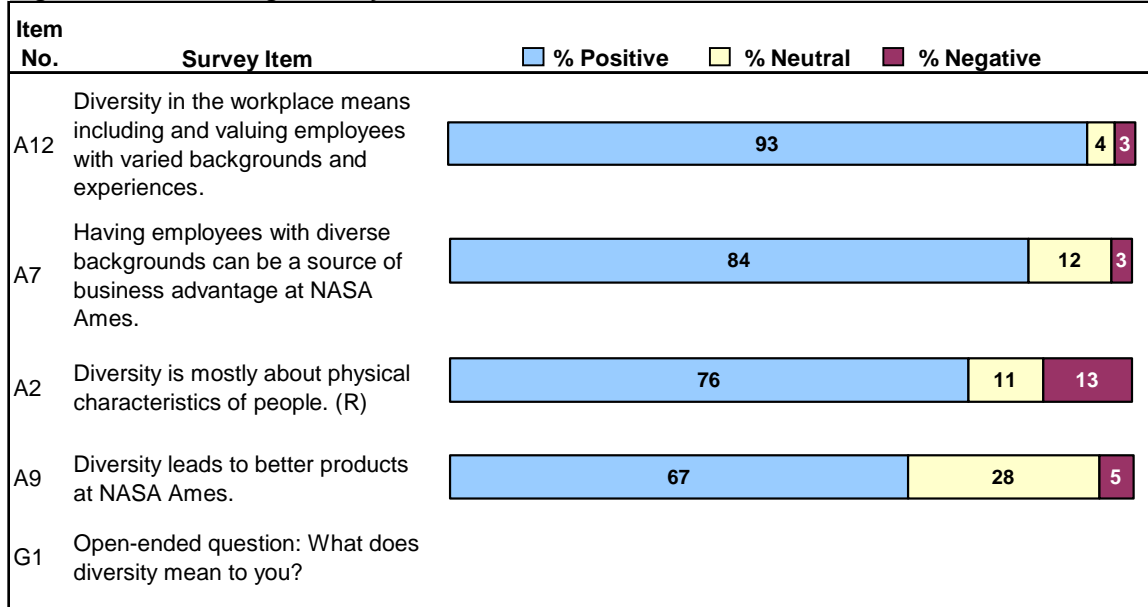
## Survey Findings by Research Question

This section of the report contains the survey findings for each of the five research questions that were explored in the survey. Findings are presented in figures showing positive, neutral, and negative percentages for the items as well as in the text. Notable subgroup findings are described, and a general summary of findings is presented for specific topics. Information on analytic procedures is available in the Analysis Notes section of the report (pp. 2–4).

### RESEARCH QUESTION 1: Do employees at NASA Ames understand diversity and its benefits?

Survey items addressing this question included Items A2, A7, A9, A12, and G1 (Figure 2). The 5-point response scale for Section A items ranged from *Strongly Disagree* to *Strongly Agree*.

**Figure 2. Understanding Diversity and Its Benefits**



Notes: The item's survey location is shown to the left. An (R) at the end of the item indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree," or "Never" or "Seldom" (depending on the response category used for the item). Percentages are rounded to whole numbers (percentages may not add to 100 for an item because of rounding).

### Understanding of Diversity and Its Benefits

#### *Understanding*

Most survey respondents (93.4%) agreed that diversity entails including and valuing all employees (Item A12), and about three-fourths of them (76.3%) agreed that diversity encompasses more than a person's physical characteristics (Item A2).

Many responses to Item G1, “What does workplace diversity mean to you,” reflected those perceptions and linked diversity to the agency mission:

Workplace diversity is acknowledging, accepting, and teaming effectively with each other to successfully meet NASA’s core missions.

Thate [*sic*] there is a wide range of thoughts, experiences and skills that are respected and can contribute to our mission.

Diversity means open forum, valuing of ideas from everyone, having dialogues for creative consensus to discover best approach to common good of Center.

Diversity is good business. A group of people all from the same background may not be able to think outside the box because they all see things the same way.

Employees are respected for what they can bring to the job. Their unique perspectives are valued and considered when considering how to approach a task or resolve a problem.

Some responses to Item G1 focused more on equal employment opportunity and fair treatment on the job:

Enabling all employees to equally participate in opportunities: awards, details, promotions, etc.

Total and complete inclusion in all aspects of the work environment. Ability to grow and advance career-wise by receiving the same information and opportunities.

A third general theme in many answers to Item G1 was that workplace diversity is about the acceptance and valuing of differences among all employees:

Valuing and respecting all people, and their views, regardless of race, ethnicity, education, sexual preference, disability or point of view.

Being open to different views on a problem and respect for different life experiences.

A relatively small group of responding employees (11.0%) said they neither agree nor disagree that diversity is mostly about physical characteristics, and only 12.7% perceived diversity to be mostly about a person’s physical characteristics. Some answers to Item G1 indicate possible interpretations of these responses. For example, some respondents said they personally believe that diversity is about more than physical characteristics, but they feel that what it actually means at NASA Ames is adherence to quotas based on sex, race, and ethnicity, not emphasis on individual qualifications and merit, during hiring and promotions.

At Ames, it has meant meeting quotas for ethnicity [*sic*] and gender. To me, it means getting the job done with the right people without regard for race, religion, and gender bias. Unfortunately it seems that “diversity” at NASA Ames sometimes has more to do with satisfying “diversity” quotas. When our performance at NASA Ames is based on technical standards of excellence and the competence of employees is lowered in the name of diversity,

it creates resentment rather than “fostering creativity”. I am including here the ability to conduct business in English.

Others also expressed the perception that diversity is equated with quotas:

Diversity to me means filling a quota regardless of how well a person does his/her job...”

Diversity means putting someone in a position, not because they are qualified, but simply because they are different. Also, how many qualified persons are overlooked so you can fill your quota of diverse people?

Too much use of Affirmative Action hires, while ignoring competence and outstanding work records.

Still others had a different negative perspective:

It means that every employee should be treated equally. Here it’s who you know that gets you up the ladder. You have to have connections to improve your career.

It means that anybody regardless of age, color, gender, etc. should be able to apply and be considered for positions based on experience, skill, education, etc. At Ames it is who you know and not what you have achieved. Usually all the birds of a feather flock together and therefore leaves those folks out who do not match your feathers.

### ***Benefits***

Most NASA Ames survey respondents (84.4%) agreed that there are potential business benefits of diversity (Item A7), and about two-thirds of them agreed that NASA Ames is reaping that benefit in the form of better products (Item A9).

A relatively high percentage of respondents (about 28.2%) responded neutrally about whether diversity leads to better business products. This finding suggests they do not see a clear link at NASA Ames between diversity and better business products. One respondent recommended that NASA Ames:

Educate people as to the value of diversity. Just saying it is valuable doesn’t mean much. Include examples or studies.

### ***Notable Subgroup Findings: Understanding Diversity and Its Benefits***

- The following subgroup differences were noted for respondents who disagreed that diversity is mostly about physical characteristics (i.e., providing a positive response to Item A2):
  - 88.9% of supervisors versus 73.8% of nonsupervisors
  - 80.6% of White respondents versus 69.6% of Non-White respondents

- For Item A9, the following differences were noted for respondents who agreed that diversity leads to better products at NASA Ames:
  - 76.3% of female respondents versus 60.9% of male respondents
  - 74.0% of supervisors versus 65.3% of nonsupervisors

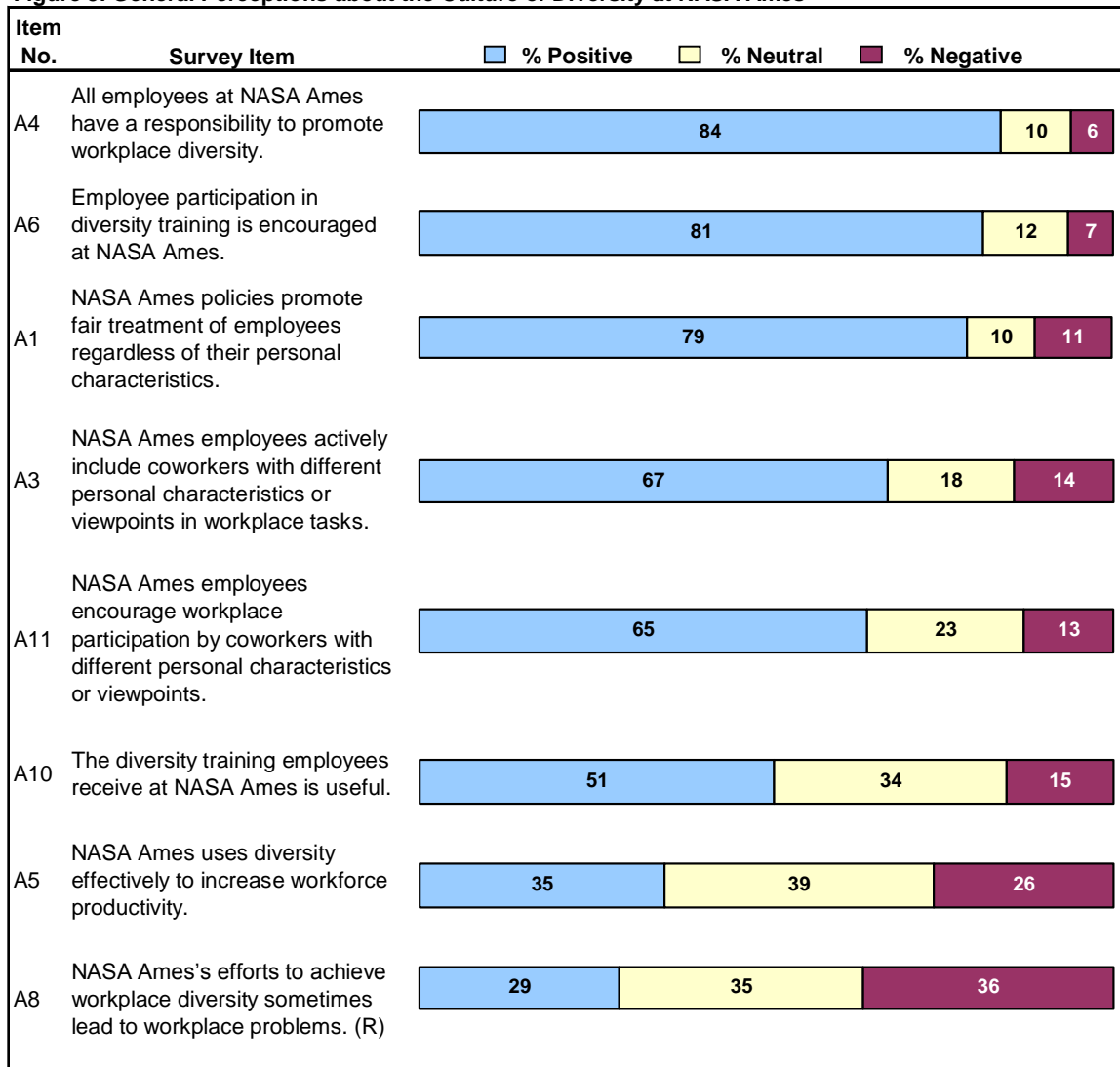
### **Summary**

The majority of NASA Ames employees understand diversity to be about more than a person's physical characteristics, and many perceive a link between diversity and successful achievement of the agency's mission and work. A minority think there is too much emphasis on affirmative action and quotas and too little emphasis on individual merit. Also, a minority are not sure whether diversity at NASA Ames actually leads to better products.

## RESEARCH QUESTION 2: What are employees' perceptions regarding the culture of diversity at NASA Ames?

This report section covers the remaining items in Section A of the survey (general perceptions about organizational culture) and all items in Section B (perceptions about managers and supervisors). Survey items addressing perceptions on general organizational culture included Items A1, A3, A4, A5, A6, A8, A10, and A11 (Figure 3).

**Figure 3. General Perceptions about the Culture of Diversity at NASA Ames**



Notes: The item's survey location is shown to the left. An (R) at the end of the item indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree," or "Never" or "Seldom" (depending on the response category used for the item). Percentages are rounded to whole numbers (percentages may not add to 100 for an item because of rounding).

## **General Perceptions About the Organizational Culture**

### ***Encouragement for and Implementation of Workplace Diversity***

Respondents expressed mostly positive perceptions about NASA Ames policies regarding fair treatment (79.1% of respondents did so) and employees' role in promoting workplace diversity (83.7%) (see Items A1 and A4, respectively). The percentages of positive perceptions were lower regarding employees' actual encouragement and inclusion of coworkers with different personal characteristics or viewpoints in workplace tasks (64.5% for Item A11 and 67.4% for Item A3, respectively).

Also, some survey respondents perceived shortcomings in the implementation of workplace diversity at NASA Ames. Only 35.3% said diversity is used effectively to increase workforce productivity (Item A5). And similar percentages either said NASA Ames's efforts to achieve workplace diversity sometimes lead to workplace problems or were neutral about the issue (Item A8).

### ***Diversity Training***

Most survey respondents (81.2%) think diversity training is encouraged at NASA Ames (Item A6), but only about 50% think it is useful (Item A10). Some responses to Item G2 (What could NASA Ames do to improve diversity in the workplace?) focused on the importance of diversity training, and others focused on how it can be improved:

Teach us with examples or stories why we should value diversity.

### ***Notable Subgroup Findings: General Organizational Culture***

The following findings indicate that positive perceptions were more common, and negative perceptions less common, among supervisors and Whites. The lack of differences within subgroups is also notable (see the sixth bulleted item).

- The statement that NASA Ames policies promote fair treatment of employees regardless of their personal characteristics (Item A1) yielded the following differences in positive perceptions:
  - 91.9% of supervisors versus 76.8% of nonsupervisors
  - 84.0% of White respondents versus 72.6% for Non-White respondents
- The percentage of respondents disagreeing with the statement that NASA Ames employees actively include coworkers with different personal characteristics or viewpoints in workplace tasks (Item A3) was 21.4% for Non-White respondents, in contrast to 9.3% for White respondents. Positive percentages were 73.2% for Whites and 59.7% for Non-White respondents.
- Among respondents, about one fourth of *both* supervisors (25.3%) and nonsupervisors (25.8%) did not agree that NASA Ames uses diversity effectively to increase workforce productivity (Item A5).

- For Item A6 (Diversity training is encouraged at NASA Ames), positive perceptions differed by supervisory status and age:
  - 95.9% of supervisors versus 78.6% of nonsupervisors agreed with the statement.
  - 82.9% of those 40 years and over versus 71.1% of respondents younger than age 40 also agreed.
- There was also a clear difference between the proportions of supervisors and nonsupervisors who agreed that the diversity training provided to employees is useful (Item A10): 67.7% of supervisors versus 47.9% of nonsupervisors.
- Within four of the subgroups, the percentages of respondents agreeing with the statement that NASA Ames's efforts to achieve workplace diversity sometimes lead to workplace problems (Item A8) were *similar*:
  - Supervisory status (about 36% for both groups)
  - Tenure in the agency (about 34% to 37% for respondents with 10 or fewer years of tenure and for those with more than 10 years of tenure)
  - Race/ethnicity (about 36% for both White and Non-White respondents)
  - Gender (about 36% for both groups)

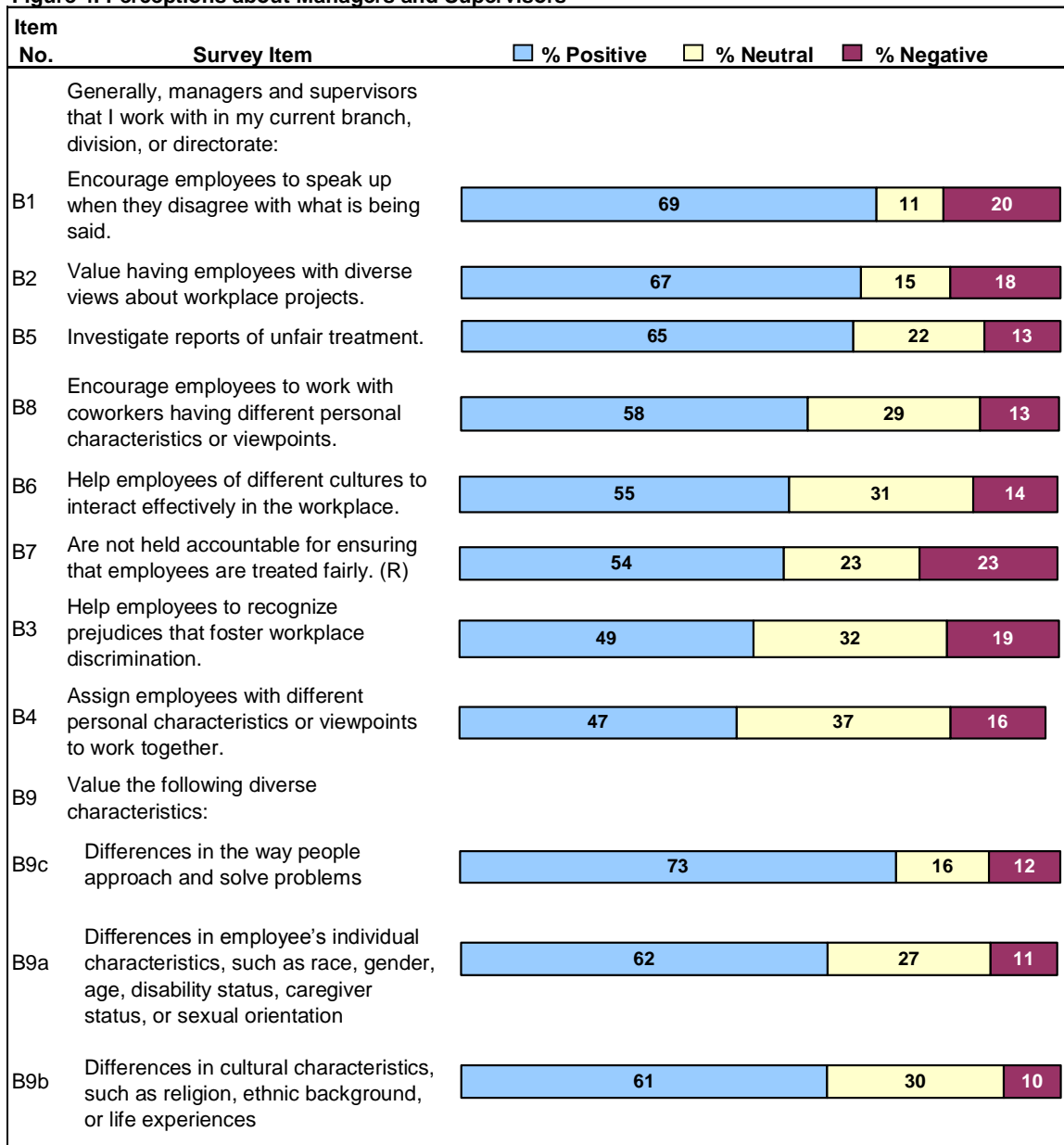
### **Summary**

General perceptions about some aspects of organizational culture are mostly positive (particularly among White respondents and supervisors), but for some respondents the policies promoting fair treatment and diversity are not necessarily evident in practice. Also, only about a third of respondents agreed that NASA Ames uses diversity effectively to increase productivity, and just under a third agreed that diversity sometimes leads to workplace problems. Respondents also recognize the importance of diversity training but think it can be improved.

## Employee Perceptions About Managers and Supervisors

This additional section on organizational culture includes survey Items B1–B9c addressing perceptions about the managers and supervisors that employees work with (Figure 4). The response scale for Section B items was a 5-point scale ranging from *Strongly Disagree* to *Strongly Agree*.

**Figure 4. Perceptions about Managers and Supervisors**



Notes: The item's survey location is shown to the left. An (R) at the end of the item indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree," or "Never" or "Seldom" (depending on the response category used for the item). Percentages are rounded to whole numbers (percentages may not add to 100 for an item because of rounding).

Positive perceptions about managers and supervisors ranged from about 47% to 73%, a somewhat lower range than the range of positive general perceptions about diversity. Respondents were most positive when answering whether managers and supervisors value differences in the way employees approach and solve problems (Item B9c) and when they encourage employees to speak up when they disagree with what is being said (69.3% for Item B1).

It should be noted that for Item B5 (managers and supervisors investigate reports of unfair treatment), nearly 22% of respondents indicated they did not know if this was done (see item in Appendix D). However, for those that did respond, a higher percentage gave a positive response than a negative one (65.4% vs. 12.6%).

Between 58% and 73% of respondents said that managers and supervisors they work with value a broad range of differences in employees and encourage employees to work with coworkers having different personal characteristics or viewpoints (Items B1, B2, B8, and B9). However, relatively high proportions of respondents said they neither agree nor disagree with some of those items. Possible interpretations for the neutral responses are that these respondents think that some but not all of their managers and supervisors do those things or that their managers and supervisors do them, but not all the time.

Respondents' perceptions about managers and supervisors became less positive as items moved from valuing and encouraging to practicing diversity. For example, respondents were less positive in their perceptions that managers and supervisors help employees of different cultures to interact effectively (55.1% for Item B6), help employees to recognize prejudices that foster workplace discrimination (49.1% for Item B3), and assign employees with different personal characteristics or viewpoints to work together (47.3% for Item B4). Once again, the neutral percentages for these three survey items were relatively high (ranged from 28.8% to 36.5%).

### ***Notable Subgroup Findings: Managers and Supervisors***

For many of the items about managers and supervisors, a pattern of differences was apparent: Positive perceptions were more common among supervisors, Whites, males, and respondents who had worked at the agency for 10 years or less.

There were many examples of statements where positive perceptions differed notably within subgroups:

Managers and supervisors I work with:

- Encourage employees to speak up when they disagree with what is being said (Item B1):
  - 84.8% of supervisors versus 66.5% of nonsupervisors
  - 75.3% of Whites versus 60.5% of Non-White respondents
  - 76.9% of respondents working for 10 years or less at NASA Ames versus 65.5% of those working there for more than 10 years

- Value having employees with diverse views about workplace matters (Item B2):
  - 79.8% of supervisors versus 64.2% of nonsupervisors
  - 76.5% of respondents working for 10 years or less at NASA Ames versus 61.5% of those working there for more than 10 years
- Help employees to recognize prejudices that foster workplace discrimination (Item B3):
  - 71.0% of supervisors versus 44.9% of nonsupervisors
  - 52.5% of male respondents versus 43.1% of female respondents
- Assign employees with different personal characteristics or viewpoints to work together (Item B4)
  - 59.4% of supervisors versus 45.0% of nonsupervisors
- Investigate reports of unfair treatment (Item B5):
  - 86.8% of supervisors versus 60.7% of nonsupervisors
  - 72.2% of Whites versus 54.7% of Non-White respondents
  - 68.8% of male respondents versus 59.2% of females respondents
- Help employees of different cultures to interact effectively in the workplace (Item B6):
  - 60.7% of Whites versus 46.7% of Non-White respondents
  - 72.4% of supervisors versus 51.5% of nonsupervisors
  - 61.0% of respondents working for 10 years or less at NASA Ames versus 52.2% of those working there for more than 10 years
- Are not held accountable for ensuring that employees are treated fairly (Item B7):
  - 64.3% of Whites versus 39.4% of Non-Whites disagreed with the statement
  - 58.0% of male respondents versus 46.9% of female respondents disagree
  - 71.6% of supervisors versus 50.3% of nonsupervisors also disagreed
- Encourage employees to work with coworkers having different personal characteristics or viewpoints (Item B8):
  - 61.5% of Whites versus 52.5% of Non-Whites
  - 73.5% of supervisors versus 55.0% of nonsupervisors
- Value differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation (Item B9a):
  - 74.0% of respondents working for 10 years or less at NASA Ames versus 55.4% of those working there for more than 10 years
  - 72.0% of supervisors versus 59.5% of nonsupervisors
- Value differences in cultural characteristics, such as religion, ethnic background, or life experiences (Item B9b):
  - 73.4% of respondents working for 10 years or less at NASA Ames versus 55.1% of those working there for more than 10 years
  - 72.6% of supervisors versus 58.9% of nonsupervisors
- Value differences in the way people approach and solve problems (Item B9c):
  - 85.6% of supervisors versus 70.3% of nonsupervisors

- 77.5% of Whites versus 65.7% of Non-White respondents
- 79.1% of respondents working for 10 years or less at NASA Ames versus 69.4% of those working there for more than 10 years
- 80.2% of respondents younger than 40 years versus 71.7% for those 40 years and over

### **Summary**

Generally, respondents' perceptions are not as positive about diversity items relating to their managers and supervisors as they were for several of the broader organizational culture items. Also, positive perceptions are less prevalent about what managers and supervisors do, compared with what they encourage and value. Nevertheless, usually more than half of the respondents have positive perceptions about managers and supervisors. Within subgroups, respondents who were White, supervisors, male, or had worked at NASA Ames for 10 years or less are proportionately more positive than their subgroup counterparts are.

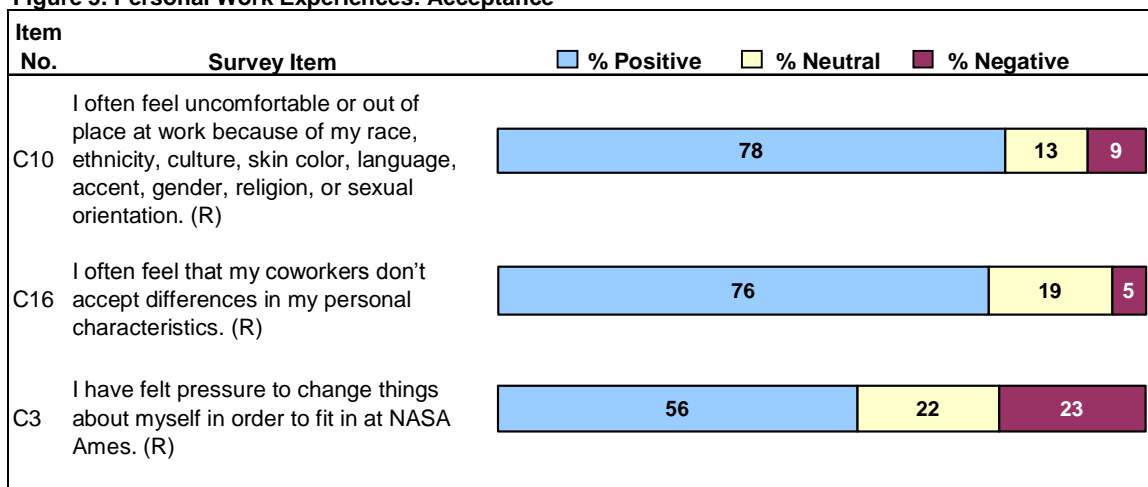
### RESEARCH QUESTION 3: How do employees perceive their own experiences at NASA Ames?

This section includes all items in Section C of the survey (C1–C18). The items cover several subtopics addressing different aspects of personal experiences. Unless otherwise noted, the 5-point response scale for Section C items ranged from *Strongly Disagree* to *Strongly Agree*.

#### Acceptance

Items addressing perceptions about acceptance included Items C3, C10, and C16 (see Figure 5).

Figure 5. Personal Work Experiences: Acceptance



Notes: The item's survey location is shown to the left. An (R) at the end of the item indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree," or "Never" or "Seldom" (depending on the response category used for the item). Percentages are rounded to whole numbers (percentages may not add to 100 for an item because of rounding).

Respondents had mixed perceptions about their experiences with acceptance at NASA Ames. About 56% have not felt pressure to change things about themselves in order to fit in at NASA Ames (Item C3). A relatively large percentage, 21.9%, answered neutrally, indicating, perhaps, that they have felt such pressure only some of the time. Another 22.7% reported they have felt pressured to change things about themselves.

Responses to Items C10 and C16 suggest that it may not be the more obvious personal characteristics causing some to feel pressured to change things about themselves. More than three fourths of the respondents (78.3%) did not often feel uncomfortable or out of place at work because of their race, ethnicity, culture, skin color, language, accent, gender, religion, or sexual orientation, whereas only 9.0% agreed with that item (Item C10). Also, only 5.2% indicated they often feel that coworkers don't accept differences in their personal characteristics (Item C16).

Some of the responses to G1 and G2 (open-ended questions) reflected respondents' concerns that less visible differences, such as differences in viewpoints, are not always welcomed or appreciated by others in the agency:

...Being a younger guy, I often have to break down an initial barrier of skepticism. Once this barrier is removed, sometimes the fresh and different way of approaching problems are appreciated, but oftentimes not. Ames and NASA are set in their ways and when someone approaches an idea or concept from another angle, it gets put aside....

### ***Notable Subgroup Findings: Acceptance***

- The following subgroups differences were apparent among employees who reported they did not feel pressure to change things about themselves in order to fit in at NASA Ames (Item C3):
  - 61.3% of White respondents versus 47.9% of Non-White respondents
  - 63.3% of respondents working for 10 years or less at NASA Ames versus 51.4% of those working there for more than 10 years
  - 65.6% of respondents younger than 40 years versus 53.9% of those 40 years and over
- The percentage of Non-White respondents that did not often feel uncomfortable or out of place at work because of their race, ethnicity, culture, skin color, language, accent, religion, or sexual orientation (Item C10) was 68.2%; compared with 85.8% of White respondents.
- For Item C16 (about coworkers' accepting differences in their personal characteristics) positive perceptions differed in two subgroups:
  - 82.0% of Whites vs. 66.3% of Non-White respondents agreed with the statement.
  - 84.0% of supervisors versus 74.0% of nonsupervisors also agreed.

### **Summary**

Although respondents were mostly positive, a notable percentage of them feel they are not fully accepted, at least all the time. Proportionately more Non-White than White respondents feel this way.

## Opportunities

Items C4, C7, C9, and C13 addressed personal perceptions about employment opportunities at NASA Ames (Figure 6).

**Figure 6. Personal Work Experiences: Opportunities**

Item No.	Survey Item	% Positive	% Neutral	% Negative
C13	I am given adequate opportunities in my division to demonstrate my skills.	71	15	14
C4	NASA Ames provides opportunities for me to advance in my career.	67	16	17
C9	My supervisor or coworkers have made assumptions about me that limited my opportunities for professional development. (R)	58	21	21
C7	I have received mentoring to help me grow in my job.	53	20	27

Notes: The item's survey location is shown to the left. An (R) at the end of the item indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree," or "Never" or "Seldom" (depending on the response category used for the item). Percentages are rounded to whole numbers (percentages may not add to 100 for an item because of rounding).

For Item C13, 71.3% said they are given adequate opportunities in their divisions to demonstrate their skills (Item C13). Respondents were somewhat less positive in their perceptions that NASA Ames provides opportunities for them to advance in their careers (67.1% agreed with that statement—Item C4). Negative perceptions were expressed by 20.8% of respondents who indicated that assumptions by supervisors or coworkers about them limited their opportunities for professional development (Item C9); 21.2% responded neutrally to that statement.

About half the respondents (52.8%) agreed that they have received mentoring to help them grow in their jobs (Item C7), whereas 27.1% disagreed with that statement.

### ***Notable Subgroup Findings: Opportunities***

The patterns noted earlier persisted with the opportunity items:

- Supervisors were proportionately more positive than nonsupervisors about:
  - Having opportunities for advancing in their careers (81.0% vs. 64.8% for Item C4)
  - Receiving mentoring (61.0% vs. 51.2% for Item C7)
  - Having assumptions made that limited opportunities for professional development (77.0% vs. 54.4% for Item C9)
  - Being given adequate opportunities to demonstrate their skills (90.0% vs. 68.1% for Item C13)

- Whites were proportionately more positive than Non-White respondents about:
  - Having opportunities for advancement (72.9% vs. 59.8% for Item C4)
  - Having assumptions made that limited opportunities for professional development (62.5% vs. 52.0% for Item C9)
  - Being given opportunities to demonstrate their skills (75.8% vs. 66.3% for Item C13)
- Respondents younger than 40 were proportionately more positive than respondents 40 years and over about:
  - Having opportunities for advancement (78.9% vs. 65.5% for Item C4)
  - Receiving mentoring (65.3% vs. 50.8% for Item C7)
- Proportionately more male than female respondents disagree that supervisors or coworkers had made assumptions that limited their opportunities for professional development (61.3% vs. 52.6% for Item C9).
- Similarly, proportionately more respondents with less tenure versus those with more than 10 years' tenure disagreed that supervisors or coworkers had made assumptions that limited their opportunities for professional development (65.1% vs. 54.5% for Item C9).
- From a different perspective, female respondents, Non-White respondents, nonsupervisors, and respondents who had worked at NASA Ames for more than 10 years were somewhat more negative than their counterparts about assumptions being made that limited their opportunities for professional development (Item C9):
  - 25.4% of female respondents versus 18.1% of male respondents
  - 25.8% of Non-White respondents versus 16.7% of White respondents
  - 22.8% of nonsupervisors versus 11.0% of supervisors
  - 23.9% of respondents with more than 10 years' tenure versus 15.3% of respondents who had worked at NASA Ames for 10 years or less

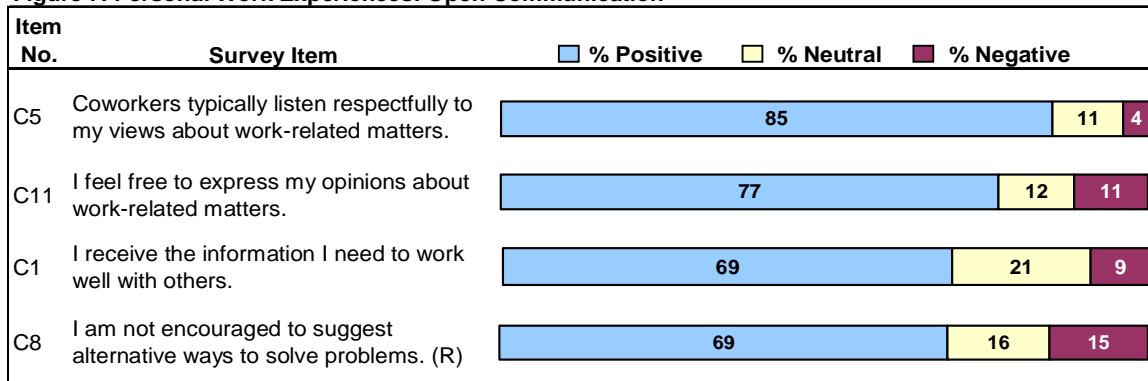
### **Summary**

Although many respondents feel positively about use of their skills at NASA Ames, their perceptions are less positive regarding opportunities for professional development, mentoring, and advancement. Also, nonsupervisors, Non-White respondents, females, and those with more tenure tend to be less positive or more negative about opportunities available to them.

## Open Communication

Perceptions about open communication were addressed in Items C1, C5, C8, and C11 (Figure 7).

**Figure 7. Personal Work Experiences: Open Communication**



Notes: The item's survey location is shown to the left. An (R) at the end of the item indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree," or "Never" or "Seldom" (depending on the response category used for the item). Percentages are rounded to whole numbers (percentages may not add to 100 for an item because of rounding).

Overall, respondents' perceptions were positive regarding communication at NASA Ames. Eighty-five percent said that coworkers typically listen respectfully to their views about work-related matters (Item C5), and 76.9% feel free to express work-related opinions (Item C11). Nearly 70% also disagreed with the statement that they are not encouraged to suggest alternative ways to solve problems (Item C8). Of note, though, about 23% to 31% of respondents indicated neutral or negative perceptions about feeling free to express work-related opinions and about feeling encouraged to express alternative viewpoints.

About 70% of the respondents said they receive the information they need to work well with others (Item C1). Only 9.1% disagreed with that statement, but 21.4% of respondents answered neutrally, suggesting perhaps that they feel they do not always receive the information they need.

### Notable Subgroup Findings: Open Communication

For all the open communication items, the only subgroup with notable differences for all four communications items was the supervisory status group.

- Proportionately more supervisors than nonsupervisors responded positively to the following items:
  - Receiving the information they need to work well with others (79.8% vs. 67.8% for Item C1)
  - Coworkers typically listen respectfully to their views (95.0% vs. 83.5% for Item C5)

- Being encouraged to suggest alternative ways to solve problems (84.0% vs. 66.4% for Item C8)
- Feeling free to express their work-related opinions (85.0% vs. 75.7% for Item C11)

The only other notable difference was in the gender subgroup:

- Male respondents were proportionately more positive than female respondents about feeling free to express work-related opinions (80.9% vs. 70.6% for Item C11).

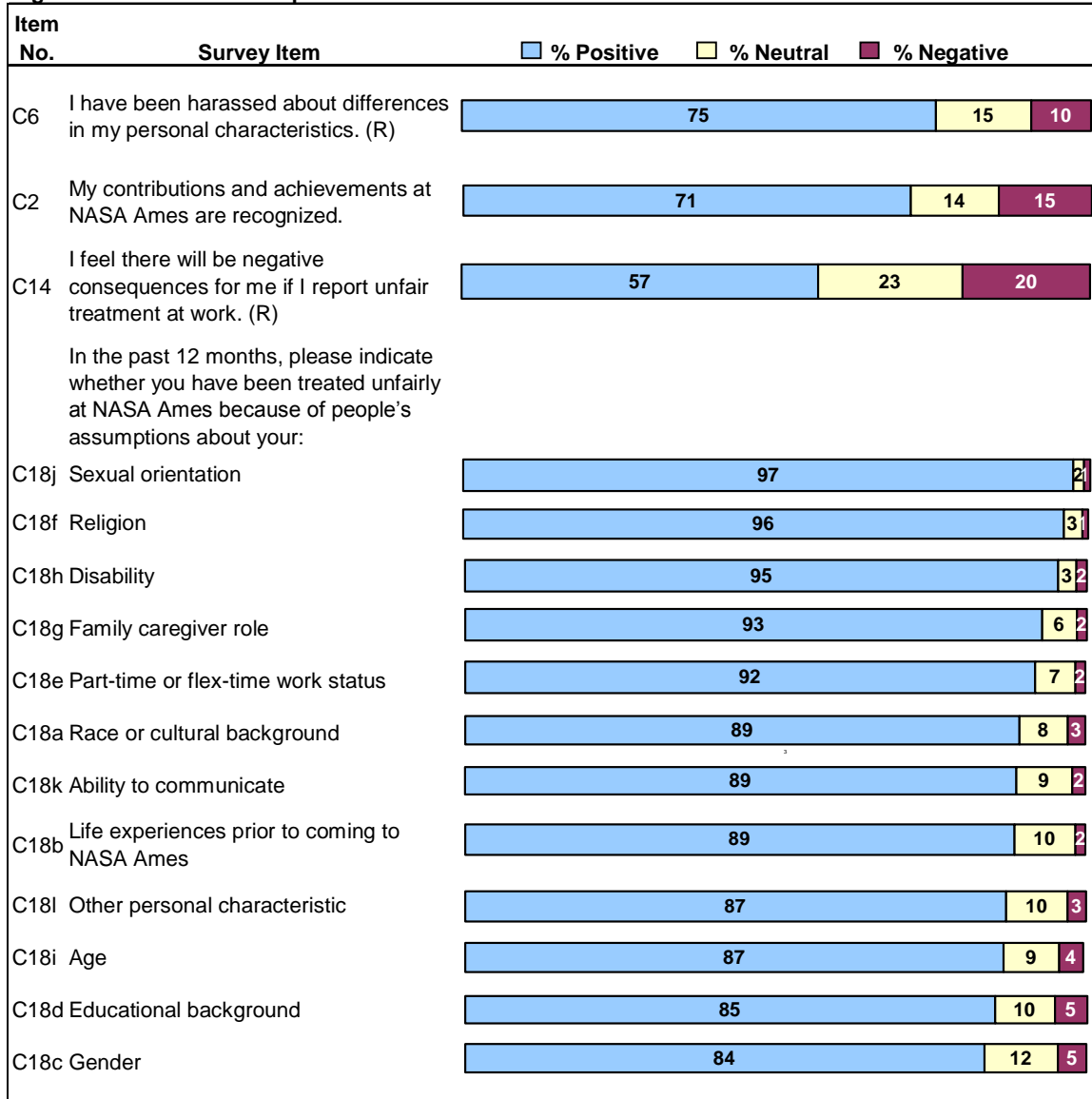
### **Summary**

Many respondents, particularly supervisors, have positive perceptions about being able to express their opinions and having coworkers listen respectfully to their work-related views. A notable minority of respondents, however, either feel neutral or negative about being free to express their opinions and alternative viewpoints.

## Fair Treatment

Items addressing personal perceptions about fair treatment at NASA Ames included C2, C6, C14, and C18a-l (Figure 8). The response scale for the C18 questions was a 5-point frequency scale ranging from *Never* to *Always*.

**Figure 8. Personal Work Experiences: Fair Treatment**



Notes: The item's survey location is shown to the left. An (R) at the end of the item indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree," or "Never" or "Seldom" (depending on the response category used for the item). Percentages are rounded to whole numbers (percentages may not add to 100 for an item because of rounding).

Although mostly positive, the fair treatment items produced somewhat mixed results. For Item 18, which asked how frequently employees had been treated unfairly in the past 12 months because of people's assumptions about various personal characteristics, positive perceptions (*Never/Seldom*) ranged between 83.7% and 97.3% across the various

characteristics. The highest negative percentage (*Always/Often*) was 5.2%, for educational background (Item C18d). The highest percentage when combining negative and neutral (*Sometimes*) perceptions was 16.4%, for gender (Item C18a).

About three fourths of the respondents (75.4%) indicated they had never been harassed about differences in their personal characteristics (Item C6). However, 9.5% disagreed with that statement, and 15.2% responded neutrally.

For Item C2, perceptions were slightly less positive regarding recognition for contributions and achievements at NASA Ames (71.2% of responses were positive). Almost 15% of the respondents disagreed that they received such recognition.

Of note, positive perceptions were lowest (56.8%) for the statement that “there will be negative consequences for me if I report unfair treatment at work” (Item C14). About one in every five respondents agreed with that statement, and 23.0% responded neutrally.

### ***Notable Subgroup Findings: Fair Treatment***

- In two subgroups, positive perceptions differed about whether their contributions and achievements at NASA Ames are recognized (Item C2). The following percentages indicate those agreeing that they are recognized:
  - 76.4% of White respondents versus 63.8% of Non-White respondents
  - 80.8% of supervisors versus 69.4% of nonsupervisors
- Within three subgroups, positive perceptions about harassment (Item C6) differed (respondents did not agree that they had been harassed about differences in their personal characteristics):
  - 91.0% of supervisors versus 72.3% of nonsupervisors
  - 81.4% of White respondents versus only 66.8% of Non-White respondents
  - 83.2% of respondents working at NASA Ames 10 years or less versus 71.2% of respondents working there more than 10 years
- In all subgroups, positive perceptions differed notably for Item C14 (I feel there will be negative consequences for me if I report unfair treatment at work). The percentages of those disagreeing with the statement were as follows:
  - 63.4% of Whites versus 48.4% of Non-White respondents
  - 74.0% of supervisors versus 53.6% of nonsupervisors
  - 60.9% of male respondents versus 50.4% of female respondents
  - 62.8% of respondents working at NASA Ames 10 years or less versus 53.8% of respondents working there more than 10 years
  - 64.6% of respondents younger than 40 years versus 56.0% for those 40 years and over

Although overall positive percentages were high for the unfair treatment items (Items C18a-18l), some notable subgroup differences in positive perceptions existed for some of these items.

- Proportionately more male than female respondents disagreed that they were treated unfairly because of people's assumptions about their:
  - Gender (92.2% vs. 69.3% for Item C18c)
  - Educational background (89.6% vs. 78.0% for Item C18d)
  - Part-time or flex-time work status (95.2% vs. 86.7% for Item C18e)
  - Family caregiver role (96.4% vs. 86.6% for Item C18g)
  - Other personal characteristics (91.6% vs. 81.0% for Item C18l)
- Proportionately more White than Non-White respondents disagreed that they were treated unfairly because of people's assumptions about their:
  - Race or cultural background (96.2% vs. 79.8% for Item C18a)
  - Life experiences prior to coming to NASA Ames (92.9% vs. 82.7% for item C18b)
  - Ability to communicate (93.2% vs. 82.7% for Item C18k)

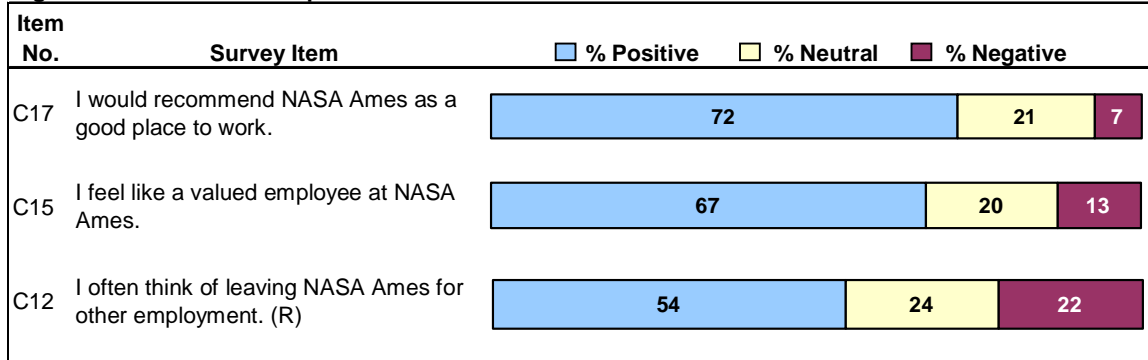
### **Summary**

For the most part, respondents feel they are treated fairly at NASA Ames, although female respondents and Non-White respondents have more negative perceptions about some of the unfair treatment items than males and Non-White respondents do. Also, a relatively high proportion of respondents feel there may be negative consequences for them if they report unfair treatment at work, and that feeling differs within all subgroups.

## Attachment to NASA Ames

Items C12, C15, and C17 addressed employees' attachment to NASA Ames (Figure 9).

**Figure 9. Personal Work Experiences: Attachment to NASA Ames**



Notes: The item's survey location is shown to the left. An (R) at the end of the item indicates a negatively worded item, where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree," or "Never" or "Seldom" (depending on the response category used for the item). Percentages are rounded to whole numbers (percentages may not add to 100 for an item because of rounding).

The results for this topic, like those for the fair treatment items, were somewhat mixed. Although 71.7% of the respondents said they would recommend NASA Ames as a good place to work (Item C17) and 66.9% feel like valued employees (Item C15), 22.2% said they often think of leaving NASA Ames for other employment and 23.5% responded neutrally to that statement (Item C12).

### Notable Subgroup Findings: Attachment

- The total percentage of nonsupervisors who agreed with or responded neutrally to the statement "I often think of leaving NASA Ames for other employment" (Item C12) was 47.2%, compared with 38.0% of supervisors.
- Also, percentages of respondents agreeing that "I feel like a valued employee at NASA Ames" (Item C15) differed in several subgroups:
  - 81.8% of supervisors versus 64.4% of nonsupervisors
  - 70.6% of male respondents versus 61.4% of female respondents
  - 71.5% of White respondents versus 60.5% of Non-White respondents
- There were notable differences within two subgroups in positive perceptions about recommending NASA Ames as a good place to work (Item C17):
  - 81.8% of supervisors, compared with 69.9% of nonsupervisors, agreed with the statement.
  - 80.2% of respondents younger than 40 years also agreed, compared with 70.3% of respondents 40 years and over.

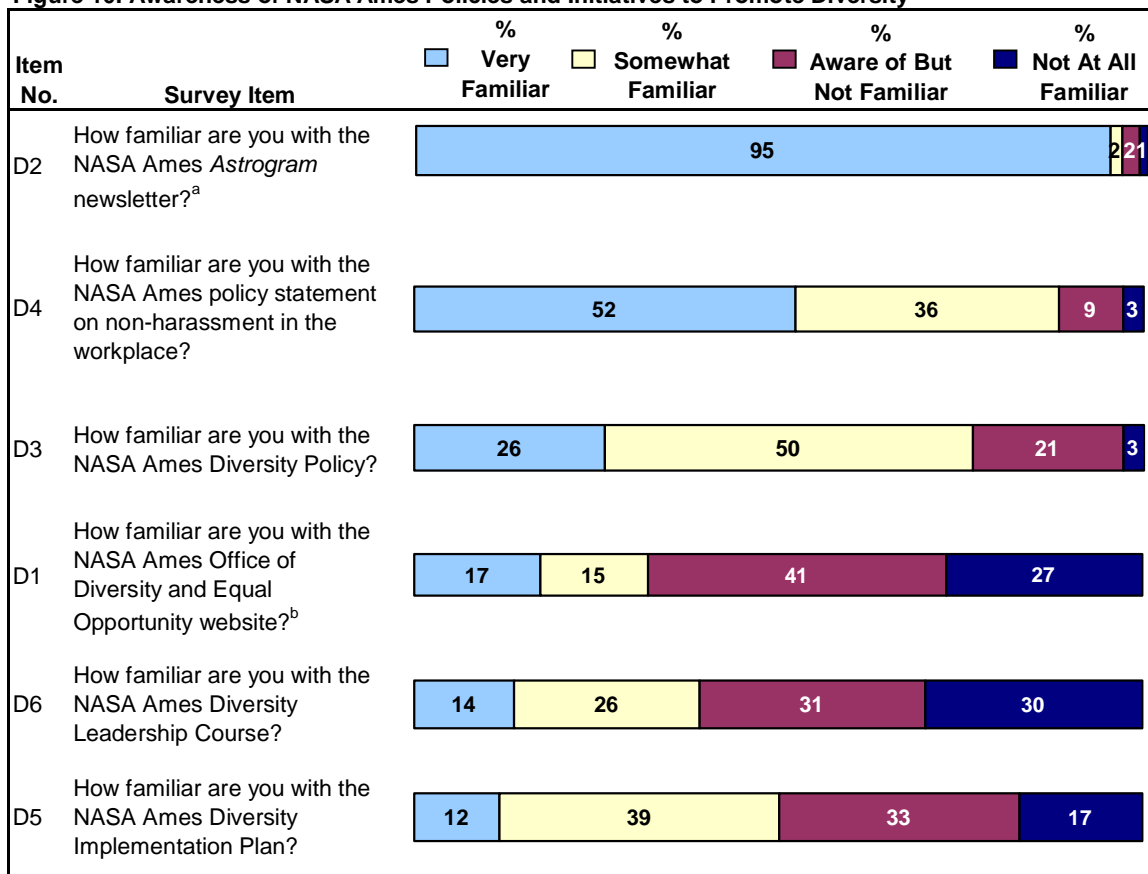
### Summary

Attachment to NASA Ames appears to be strongest among supervisors and younger employees and weakest among nonsupervisors.

## RESEARCH QUESTION 4: How aware are employees of NASA Ames policies and initiatives to promote diversity?

This section includes all items from Section D (D1–D6). The response options indicated how familiar or unfamiliar the respondents were with various NASA Ames policies, initiatives, and information sources.

**Figure 10. Awareness of NASA Ames Policies and Initiatives to Promote Diversity**



Notes: The item's survey location is shown to the left. Percentages are rounded to whole numbers (percentages may not add to 100 for an item because of rounding). <sup>a</sup>For D2, the response categories were (a) I have read this newsletter more than once, (b) I have read this newsletter only once, (c) I know about this newsletter but have never read it, and (d) I know nothing at all about the NASA Ames *Astrogram* newsletter. <sup>b</sup>For D1, the response categories were (a) I have visited this website more than once, (b) I have visited this website only once, (c) I know about this website but have never visited it, and (d) I know nothing at all about this website.

Nearly all respondents (95.0%) have read the NASA Ames *Astrogram* newsletter more than once (Item D2). And 88.3% said they are either familiar or somewhat familiar with the NASA Ames policy statement on non-harassment in the workplace (Item D4). However, only 76.5% said they are familiar or somewhat familiar with the NASA Ames diversity policy (Item D3).

Respondents indicated they are less familiar with the NASA Ames Office of Diversity and Equal Opportunity website, the NASA Ames Diversity Implementation Plan, and the NASA Ames Diversity Leadership Course. Least well known to the respondents were the website and the Diversity Leadership course—26.9% said they knew nothing about the website (Item

D1) and 29.8% know nothing at all about the Diversity Leadership Course (Item D6). Also, only 50.2% were either very familiar or somewhat familiar with the NASA Ames Diversity Implementation Plan (Item D5).

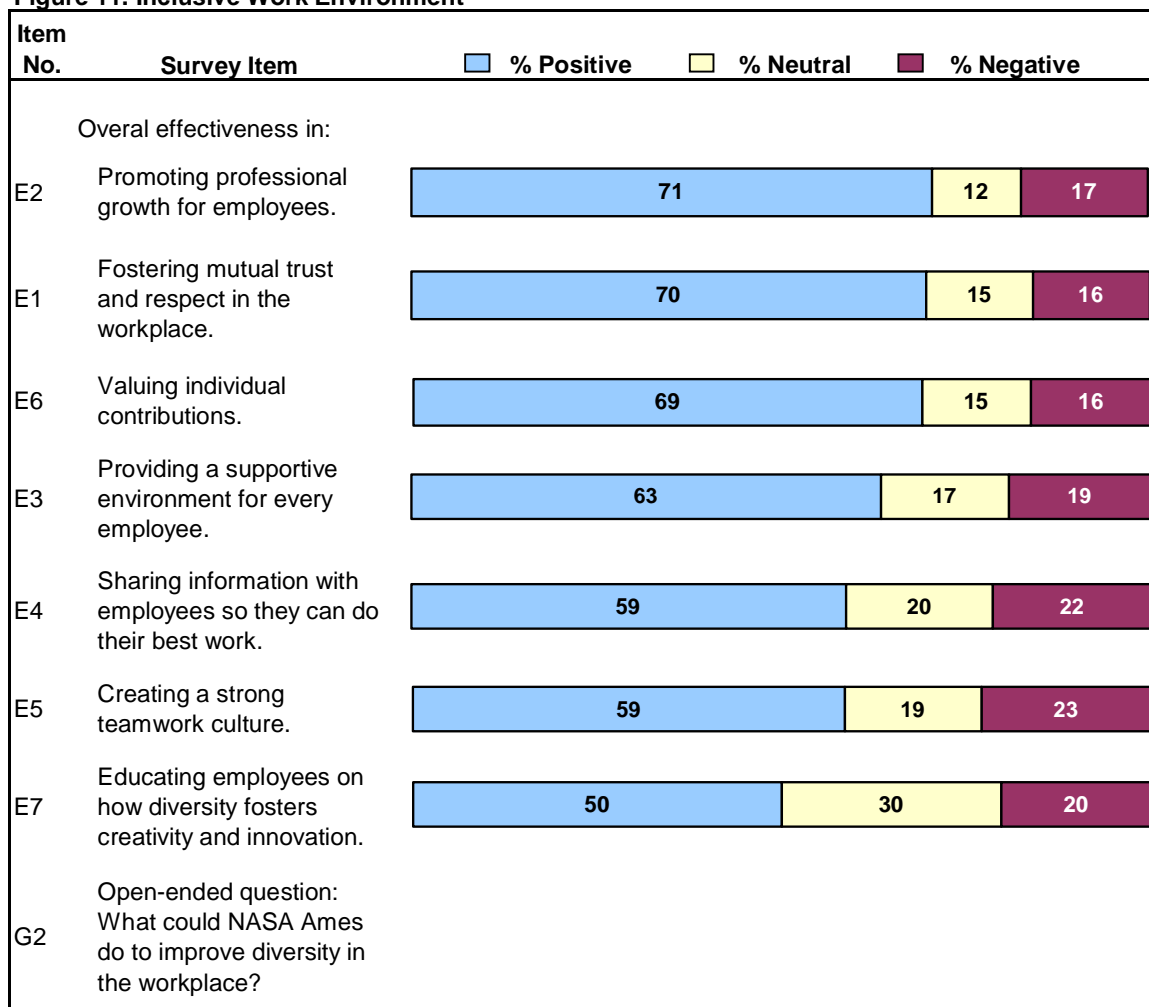
### **Summary**

Employees are very familiar with the *Astrogram* newsletter, but opportunities exist for increasing employee awareness of several other sources of information and training on diversity at NASA Ames.

**RESEARCH QUESTION 5: How effective do employees think NASA Ames has been, overall, in creating an inclusive work environment?**

This section includes all items from Section E (E1–E7) and Item G2, an open-ended item about how NASA Ames can improve diversity in the workplace (Figure 10). The 5-point response scale ranged from *Not at All Effective* to *Effective*.

**Figure 11. Inclusive Work Environment**



Notes: The item's survey location is shown to the left. An (R) at the end of the item indicates a negatively worded item where the percent positive response is based on those who responded "Strongly Disagree" or "Disagree," or "Never" or "Seldom" (depending on the response category used for the item). Percentages are rounded to whole numbers (percentages may not add to 100 for an item because of rounding).

Positive ratings ranged from about 50% to 70% on the overall effectiveness items. They were highest for promoting professional growth for employees (70.7% for Item E2), fostering mutual trust and respect in the workplace (69.7% for Item E1), and valuing individual contributions (69.0% for Item E6). The negative rating for each of those items was about 16%.

About 6 of 10 respondents had positive perceptions regarding NASA Ames's effectiveness in providing a supportive environment for every employee (63.3% for Item E3), sharing information with employees so they can do their best work (58.7% for Item E4), and creating a strong teamwork culture (58.5% for Item E5).

Only about half (49.9%) the respondents said NASA Ames was effective in educating employees on how diversity fosters creativity and innovation (Item E7). This finding corresponds to earlier findings that some respondents do not see a link between workplace diversity and better business products and that diversity training should provide more examples of how workplace diversity contributes to successful agency products and mission. The following response to Item G2 (What could NASA Ames do to improve diversity in the workplace?) addresses this point:

More focus could be given to specific examples of how diversity improves our problem solving. If these examples were broadcast and understood at the working level, I think that would lend more to improving our workplace diversity than the present actions taken. Instead, now we seem to focus on supervisory training, filling out tri-annual forms ...mandatory training that focuses on the law, pedantic differences in the definitions between diversity and equal opportunity, etc....

#### ***Notable Subgroup Findings: Inclusive Work Environment***

Generally, the pattern of proportionately more positive perceptions among supervisors, White respondents, and male respondents continued with the items in this section. Examples include the following:

- The percentages of positive perceptions about overall effectiveness in promoting professional growth for employees (Item E2) differed within two subgroups:
  - 83.0% for supervisors versus 68.6% for nonsupervisors
  - 75.5% for White respondents versus 64.8% for Non-White respondents
- Positive perceptions differed by supervisory status about overall effectiveness in providing a supportive environment for every employee (Item E3): 74.0% for supervisors versus 61.6% for nonsupervisors.
- Proportionately more male (62.1%) than female (52.8%) respondents perceived NASA Ames as being effective overall in sharing information with employees (Item E4)
- For Item E5 on overall effectiveness in creating a strong teamwork culture, two subgroup differences are notable:
  - Supervisors were more positive than nonsupervisors (66.0% vs. 57.3%)
  - Female respondents were more negative than male respondents (28.8% of female respondents vs. 19.2% of male respondents thought NASA Ames was seldom or never effective in creating a strong teamwork culture)

- Positive perceptions differed between White and Non-White respondents, as well as by supervisory status, regarding overall effectiveness in valuing individual contributions (Item E6):
  - 74.5% for Whites versus 62.0% for Non-White respondents
  - 81.0% for supervisors versus 66.9% for nonsupervisors
- For item E7 regarding overall effectiveness in educating employees on how diversity fosters creativity and innovation, differences in positive perceptions within the age and supervisory status subgroups were noted:
  - 51.8% for respondents 40 years and over versus 38.5% for those younger than 40 years
  - 63.0% for supervisors versus 47.6% for nonsupervisors

### Effectiveness Score

An average Effectiveness Score was computed to provide a summary measure of perceptions about overall effectiveness in creating an inclusive work environment at NASA Ames (see p. 4 for more information about the score). The score was computed for each respondent and for the two categories of respondents within the five population subgroups. The maximum score possible was 5.0. Respondent scores ranged from 1.0 to 5.0, with an average Effectiveness Score of 3.63. Table 2 contains the Effectiveness Score results for the subgroup populations. Scores were lower than the average score for nonsupervisors, females, Blacks/African Americans, Hispanics/Latino Americans, Multiracial, and Other and for respondents who had worked at NASA Ames for more than 10 years had Effectiveness Scores that were lower than the average score.

**Table 2. Effectiveness Score by Subgroups**

<b>Subgroup</b>	<b>Effectiveness Score</b>
<b><i>Supervisory Status</i></b>	
Supervisor	3.83
Nonsupervisor	3.60
<b><i>Tenure</i></b>	
10 years or less	3.68
More than 10 years	3.61
<b><i>Age</i></b>	
Less than 40 years old	3.66
40 years or older	3.64
<b><i>Gender</i></b>	
Male	3.71
Female	3.52
<b><i>Race/Ethnicity</i></b>	
American Indian/Alaska Native	4.08
White	3.75
Asian/Pacific Islander	3.71
Other	3.60
Multiracial	3.55
Black/African American	3.19
Hispanic/Latino American	2.92

## Summary

The results of the overall effectiveness questions indicate possible steps for making the NASA Ames workforce more inclusive, particularly with regard to demonstrating the link between workplace diversity and product success, disseminating information to all employees, promoting teamwork, and providing a supportive environment. Among subgroups, differences are clearly apparent between supervisors and nonsupervisors.

### Question G2: What could NASA Ames do to improve workplace diversity?

A large number of themes emerged from respondents' comments about how NASA Ames can improve workplace diversity. Some of the themes are highlighted in this section (Appendix E contains the full set of comments). Although their comments are not included below, many respondents thought NASA Ames was already doing a good job. Note that respondent comments on what NASA Ames can do to improve workplace diversity reflect respondents' individual perceptions of what workplace diversity means to them.

#### *Improve Diversity Training*

In addition to the G2 responses on training appearing earlier in the report, the following responses focus on improving diversity training:

... There seems to be very little effort at Ames to train employees in communications (or relationships) and yet most of our misunderstandings come from mis-communication.... There are organizations that do this kind of training. (<http://www.thecolorcode.com/>) Bring training in Non-Violent Communications (NVC) to the workplace (<http://www.baynvc.org/> [and] <http://www.cnvc.org/>)....

While training is necessary, it is somewhat stilted and mundane. I think more creative and interesting training would help.

By tailoring training based upon the requests/comments/assessments of trainees...

Diversity training has too much focus on people's looks. Ames needs to provide leadership training to [*sic*] that leaders can recognize the value of different opinions, bring people together to create teams, and manage conflict in a positive manner...

...this is such an intangible type of idea, unless you can see quantitatively how this works, hard to believe in it. Simply saying, understand, appreciate and then jump to better more productive environment for all is difficult for Scientists/Engineers who want quantitative data and are not Touchy/Feely types. Bring out the differences in culture and thought process and demonstrate how these differences can be beneficial. The Meyer-Briggs sessions that are included in many classes, does this by bringing out the differences in how people think and showing how these differences can complement each other to make the group stronger than any one individual.

...People understand that diversity is helpful for the attainment of goals, but don't necessarily understand how to achieve it. An example, "Yes, diversity is beneficial and essential to our progress, etc, but what do I do? What is the action plan?" People don't know how to implement!

More training in recruitment, more support from human resources.

### ***Improve Recruiting***

Other respondents focused on recruiting-related issues as a way to improve workplace diversity:

Sponsor promising candidates at the high-school and undergraduate level to provide a pipeline of fresh thought and diverse ideas as well as diverse cultures to NASA.

Get more organized about educational outreach to HBCUs, Minority Institutions, Tribal Colleges.

Employees need to be willing to work with people outside of their circles. We usually go to the same people when looking team members and the same schools when looking to recruit. Those are not the only people/schools who are qualified to contribute to the task.

...Work more directly with the local university's [sic] and focus on the underrepresented groups that are receiving degrees in skill sets that are needed in ARC's future....

...I have to say that during the recent hiring splurge at Ames, I felt the EO office could have done more than they did. Effectively, we got lists of organizations to contact, seldom did their representatives attend interview sessions, and I would have appreciated some assistance in identifying potential candidates....

Step up recruiting of women and minorities.

Recruit younger employees and give them an incentive to stay with NASA.

Increase student minority programs with lead-ins to nasa jobs.

### ***Promote Diversity Awareness More Effectively***

Quite a few respondents said NASA Ames should continue to promote awareness of diversity and should consider ways to do that more effectively.

When I first started at Ames, there were a lot of efforts underway to let people know that this was important to the center and the center management and leadership at all levels, now we never hear about it at all; if the center management feels it is important, they should talk about that more, encourage it more; seems to me we are back to a good old boys network at the center.

Do a better job of explaining clearly (e.g., with words and examples) how diversity of experiences, ideas, values, approaches, and viewpoints can improve our mission success, and create a better work environment.

Continued emphasis on this very crucial topic is paramount. Training, role play, and accountability will enhance and expedite this concept becoming the reality here at the Center.

Increasing awareness that diversity of ideas, attitudes, and perspectives are [*sic*] usually more challenging to deal with than differences in race, appearance and ability; but often yield the greatest rewards.

### ***Increase the Number of Women, Asians, Hispanics, and African Americans Among Managers***

There were many comments about increasing the number of women and Non-White employees who are managers.

Having a diverse leadership could lead to an improved diverse workplace since the leadership makes decisions on hiring.

Improve on the numbers of diverse managers at the mid and upper levels.

...Develop clear rules to allow free participation and competition for all management positions, instead of encouraging the indirect or direct selection of people from the same group.

### ***Hold Managers Accountable / Assist Managers / Reward Best Practice***

Some comments focused on holding managers accountable for practicing diversity and rewarding them when they do so.

Hold management accountable for mentoring and counseling employees....

... I would recommend having 360 degree evaluations and including diversity as a factor there....

Supervisors actually being held accountable and disciplined for harassment or discrimination issues that they allow to happen in their units.... One area to do this would be in their bonuses and performance evaluations.

When advised of inappropriate behavior by upper staff levels, take action to correct it instead of letting it continue.

Be more proactive in assisting managers in achieving diversity. Example: Actively help us to identify qualified diversity job candidates rather than just telling us to hire a more diverse pool or critiquing the results. . .

Most important is that Sr. Management needs to have an avenue for feedback from employees. Employees need to be able to provide feedback ... so that Sr. Management is made aware of what employees think about their managers.

Establish a best practice in diversity award for individuals and at decision level.

### ***Focus on Teamwork and Collaboration***

A number of respondents recommended more effective teamwork and more collaboration throughout the Center.

Promote teamwork and encourage cross-skill consultation between Directorates, Centers, and HQ....

Foster better understanding and respect between the “researchers” and the “institution”. The problem here is not based on culture, ethnicity, race or religion but rather on institution vs research, age, and favoritism. These problems cross racial, ethnic and gender [sic] boundaries.

Foster more open communication within branches and lower level offices, in a setting where people feel safe and free from retribution.

Provide more training in team building, including more about feeling and displaying respect for others.

Diversity should not be the end objective. Having a team function well and be successful should be the primary objective, and the varying [sic] backgrounds of the team members should only enhance performance.

### ***Focus on Similarities, Not Differences***

Some respondents said that emphasizing similarities, not differences, would be more effective in promoting inclusiveness.

It is my opinion that race or religion based clubs and/or groups have a negative effect on the overall perception of diversity by separating individuals and focusing on their differences rather than our similarities....I think there's too much emphasis on what sets us apart and not enough emphasis on what brings us together.

NASA Ames and other institutions often use discussions of diversity to discuss our differences. I think this is somewhat counterproductive. I think it is far better for us to discuss how similar we are---we at Ames are all human beings who speak the same language, have reasonably similar career goals, etc.

### ***Focus on Individual Merit to Achieve Center Success***

A repeated theme in the comments reflects some respondents' opinions that diversity at NASA Ames is really about quotas and that not focusing on individual merit regardless of physical characteristics is detrimental to the Center.

Competency to do a given job is naturally found among diverse people. If employee hiring is done based on merit, then diversity at workspace happens naturally....

Establish plans and strategies leading to a Center that encourages integration and diversity at all levels, including upper management and visible positions, without ever asking your race, ethnicity [sic], gender, place of birth, or other discriminatory characteristics. Develop clear rules to allow free participation and competition for all management positions, instead of encouraging the indirect or direct selection of people from the same group.

NASA Ames promotions are odd; frequently not based on merit. Merit is ignored. Power is political and protected, not in best interest of Center. Culture is cliquish. MANY opportunities are lost.

Emphasis on merit regardless of race is most effective. Cultivating awareness of problems is always good.

....I think attracting individuals with the right education and skill mix is far more important to NASA's effectiveness than employee diversity.

### ***Miscellaneous***

Some suggestions were made by only one or two respondents, but are noteworthy:

We need more "employee" integration activities. We work together in the "fox holes" but never decompress together as a unit. When I first started here we did that kind of stuff. Things like sponsoring community softball/baseball leagues and tournaments at the fields or golf events at the course. Maybe even family day at the beach or one of the local amusement parks. Perhaps a San Jose Giants night or San Jose Saber Cats night....

Promote understanding of different types of handicaps, such as stuttering, tourette's etc., which may not be as visible as physical ones.

Place anonymous comment boxes in Center buildings and review at Directorate weekly meetings.

How about a regular feature in the Astrogram? You could highlight a different aspect of diversity each month and feature a paragraph on different examples of specific employees.

The biggest hurdle is the lack of diverse life & work experiences in an ageing [sic] population most of whom have never worked anywhere else or done anything else. To the degree possible without creating undue disruption, there should be more "churning: of work – opportunities to work elsewhere within or outside of the Center & of NASA, learning other viewpoints & ways of doing things. Details here to other kinds of work, details elsewhere to same or different duties in a different work & social environment.

...Perhaps a result of this survey could be a sharing of the examples and personal experiences of people who have felt discrimination – this could help others to understand the issues and change behaviors that have unintentionally hurt others.

I prefer that emphasis be placed on diversity of perspectives and opinions with more opportunities for "Town Meetings" where those differences might be exposed and explored.

## Overall Summary

This section contains an overall summary of the findings for the five research questions.

### **RESEARCH QUESTION 1: Do employees at NASA Ames understand diversity and its benefits?**

Most respondents indicated they understand the NASA Ames Diversity mission: They recognize that diversity in the workplace means including and valuing employees with varied backgrounds, skills, and viewpoints. About three fourths of them disagreed that diversity is mostly about physical characteristics of people. Many also believe diversity can be a source of business advantage in the Center's work. In their own words, they said diversity can promote the Center's mission. And they believe all employees have a responsibility to promote workplace diversity.

A minority said there is too much emphasis on affirmative action and quotas and too little emphasis on individual merit. Also, a minority were not sure whether diversity at NASA Ames actually leads to better products.

These overall statements mask some differences within population subgroups. In particular, supervisors and White respondents had more positive perceptions than did nonsupervisors and Non-White respondents.

### **RESEARCH QUESTION 2: What are employees' perceptions regarding the culture of diversity at NASA Ames?**

About 80% to 85% of respondents had positive general perceptions (particularly among White respondents and supervisors) about some aspects of organizational culture—for example, NASA Ames policies promote fair treatment of employees, NASA Ames encourages participation in diversity training, and employees have a responsibility to promote workplace diversity.

Perceptions were less positive, however, about actions versus words: Fewer than 70% agreed that employees encourage workplace participation and inclusion of coworkers with different personal characteristics or viewpoints in workplace tasks. In addition, although most respondents recognize the importance of diversity training, only about half agreed that the diversity training provided to employees is useful. Also, just over a third of respondents agreed that NASA Ames uses diversity effectively to increase productivity and that diversity sometimes leads to workplace problems.

Generally, respondents' perceptions were not as positive about diversity items relating to their managers and supervisors as they were for several of the broader organizational culture items (positive perceptions ranged from 47% to 73%). In particular, positive perceptions were less prevalent for items about what managers and supervisors do (e.g., help employees of different cultures to interact effectively in the workplace and help employees to recognize prejudices that foster workplace discrimination), compared with what they encourage and value with

respect to diversity. Nevertheless, usually more than half of the respondents expressed positive perceptions about managers and supervisors.

Within subgroups, respondents who were White, supervisors, male, and had worked at NASA Ames for 10 years or less were proportionately more positive than their subgroup counterparts were about manager and supervisors they work with.

### **RESEARCH QUESTION 3: How do employees perceive their own experiences at NASA Ames?**

Respondents reported mixed perceptions about their experiences with acceptance at NASA Ames. More than three fourths indicated that feeling uncomfortable or unaccepted because of personal characteristics was not an issue. However, about one fifth reported they have felt pressured to change things about themselves in order to fit in at NASA Ames and another fifth responded neutrally to that statement. Non-White respondents tended to report proportionately fewer positive perceptions about acceptance than did White respondents.

Although many respondents felt positively about use of their skills at NASA Ames (about 70%), perceptions were less positive regarding opportunities for professional development, mentoring, and advancement (range from 53% to 67%). Also, nonsupervisors, Non-White respondents, females, and those with more tenure tended to be less positive or more negative about opportunities available to them.

Positive perceptions were more prevalent among respondents, particularly among supervisors, about being able to express their opinions and having coworkers listen respectfully to their work-related views. A notable minority of respondents, however, reported feeling either neutral or negative about being free to express their opinions and alternative viewpoints. About 70% of respondents said they receive the information they need to work well with others.

Very low percentages of respondents indicated that they have been treated unfairly because of people's assumptions about their personal characteristics (from 1% to 5%). The low percentages, however, mask some notable subgroup differences. Proportionately more male than female respondents had positive perceptions for five of the unfair treatment items (treated unfairly because of people's assumptions about their gender, educational background, part-time or flex-time work status, family caregiver role, other personal characteristics). Also, proportionately more White than Non-White respondents had positive perceptions for three of the unfair treatment items (treated unfairly because of people's assumptions about their race or cultural background, life experiences prior to coming to NASA Ames, ability to communicate).

Many respondents also reported they had not been harassed because of personal characteristics. However, fewer than 60% of respondents disagreed when answering the statement that they feel there will be negative consequences if they report unfair treatment at work. And that feeling varied within subgroups, with lower positive perceptions among female and Non-White respondents, nonsupervisors, and respondents with more tenure.

Although about two thirds of respondents reported they felt like valued employees at NASA Ames and about 70% would recommend NASA Ames as a good place to work, about one fifth reported they often think of leaving NASA Ames for other employment. Feelings of attachment to NASA Ames were less strong among nonsupervisors than among supervisors.

**RESEARCH QUESTION 4: How aware are employees of NASA Ames policies and initiatives to promote diversity?**

Nearly all respondents said they are very familiar with the *Astrogram*, and many are at least somewhat familiar with the NASA Ames policy statement on non-harassment in the workplace and the NASA Ames Diversity Policy, but half or more indicated they are not familiar with the NASA Ames Diversity Implementation Plan, the Diversity Leadership Course, and the Office of Diversity and Equal Opportunity website. Clearly, opportunities exist for increasing awareness of these initiatives, perhaps via articles in the *Astrogram*.

**RESEARCH QUESTION 5: How effective do employees think NASA Ames has been, overall, in creating an inclusive work environment?**

Percentages of positive perceptions among respondents ranged from about 50% to 70% on the seven overall effectiveness items. They were highest for items about promoting professional growth, fostering mutual trust and respect in the workplace, and valuing individual contributions. Percentages of positive perceptions clustered around 60% for providing a supportive environment for every employee, sharing information with employees so they can do their best work, and creating a strong teamwork culture. Only 50% of respondents reported positive perceptions on the overall effectiveness of NASA Ames in educating employees on how diversity fosters creativity and innovation. Supervisors and male respondents generally had higher percentages of positive responses than nonsupervisors and female respondents did. Respondents had many suggestions for improving diversity training and recruiting and implementing other possible initiatives.

## Conclusions

The baseline measures of respondents' positive perceptions about the meaning and culture of diversity at NASA Ames indicate some clear strengths, areas less strong, two challenges, and two other issues of note.

### Strengths

(Overall, 75% or more of respondents reported positive perceptions.)

The following findings indicate areas of success in promoting diversity at NASA Ames. (However, as noted elsewhere in this report, for some of the subgroup members, the percentages of positive responses were lower than the overall percentages.)

- Most respondents indicated they understand the NASA Ames Diversity mission of creating an inclusive work environment that will promote Center success and be a source of business advantage. Most also agree that all employees have a responsibility to promote workplace diversity.
- Very low percentages of respondents indicated that they have been treated unfairly because of people's assumptions about their personal characteristics (although there were some notable subgroup differences by gender and White/Non-White status). And most respondents believe that NASA Ames policies promote fair treatment. They also feel accepted for who they are and do not feel uncomfortable or harassed because of personal characteristics.
- Just over three fourths of respondents reported feeling free to express their opinions about work-related matters. Even more of them rated coworkers highly on listening respectfully to their work-related views.
- Most respondents agree that NASA Ames encourages employee participation in diversity training.

### Not Yet Strengths

(At least 45% but fewer than 75% of respondents overall had positive perceptions.)

The following findings may point to possible steps to enhance diversity.

- Although most respondents understand the potential link between diversity and better products at NASA Ames, fewer of them think that diversity actually leads to better products.
- Only about two thirds of respondents indicated that employees encourage workplace participation by coworkers with different personal characteristics or viewpoints.
- Only about half of the respondents think the diversity training employees receive at NASA Ames is useful.

- Employees perceive managers and supervisors as being better at encouraging and valuing diversity in the workplace and encouraging employees to speak up when they disagree (positive perceptions range from 58% to 73%) than in actually practicing diversity. Fewer than 60% of respondents think they help employees of different cultures to interact effectively and help employees to recognize prejudices that foster workplace discrimination. With regard to fair treatment by managers and supervisors, only about 65% of respondents agreed that managers and supervisors investigate reports of unfair treatment and only about 54% believe they are held accountable for ensuring fair treatment in the workplace. There were many subgroup differences for items in this section.
- Just over one fifth of the respondents said they have felt pressure to change things about themselves in order to fit in at NASA Ames.
- Respondents indicated by their responses that they would like more mentoring, opportunities to demonstrate their skills and advance in their careers, access to information to enable them to work well with others and do their best work, encouragement to suggest alternative points of view, and recognition for their contributions and achievements as well as fewer assumptions made that tend to limit their opportunities for professional growth.
- Respondents indicated that although they understand diversity, they want more practical examples of how it leads to better products, more creativity and innovation, and higher productivity.
- Only 56.8% of respondents disagreed with the statement that there will be negative consequences for them if they report unfair treatment at work.
- Although about 75% of the respondents would recommend NASA Ames as a good place to work, they are not necessarily strongly attached to NASA Ames. Only about two of every three employees feels like a valued employee, and just over 50% agreed that they often think about seeking employment elsewhere.

## **Challenges**

(Fewer than 45% of respondents had positive perceptions about the issue.)

- Only 28.8% of respondents disagreed with the statement that workplace diversity sometimes leads to workplace problems. This issue bears more exploration about the problems respondents were thinking about. Some responses to the open-ended questions may provide useful leads.
- Only 35.3% of respondents agreed that NASA Ames uses diversity effectively to increase workforce productivity.

## **Awareness of Diversity Information Sources, Training, and Initiatives**

Some respondents are not familiar with the NASA Ames policy statement on non-harassment, and many are not familiar with the NASA Ames Diversity Implementation Plan, the NASA Ames Diversity Leadership Course, or the Office of Diversity and Equal Opportunity website. Nearly all respondents are familiar with the *Astrogram*.

## **Other Issues of Note from Respondents' Comments**

- In their responses to the open-ended questions, a fair number of respondents strongly expressed the opinion that individual merit and technical qualifications should not be superseded by quotas in hiring, promotions, and professional development opportunities.
- In addition, a fair number of respondents commented, in essence, that it's not what you know but whom you know (and who knows you) at NASA Ames that leads to promotions and professional growth opportunities.

In the next section we outline some steps NASA Ames might consider taking as followup to the survey findings.

## **Recommendations for Action Planning**

An important mission at NASA Ames is to enhance diversity and its benefits in the workplace. The survey findings provide a baseline measure of employees' perceptions about these issues. They provide NASA Ames with an opportunity to identify and implement short-term and longer term action goals for achieving its diversity mission.

### **First Step: Review and Discuss Relevant Information**

As an initial step, we recommend that the team sponsoring the survey carefully review and reflect on all the survey findings, including the comments of respondents to the open-ended questions. It may be productive to supplement the diversity survey findings with other available information about employees' perceptions about their work experiences at NASA Ames, such as findings from other employee surveys. The team may wish to form subgroups with responsibility for focusing on particular survey topics.

In addition, NASA Ames may wish to explore some of the findings in greater depth by conducting focus groups, in-depth interviews, and "town hall" meetings, as suggested by some employees in their responses to the open-ended comments. A primary goal of all the information review activities would be to discuss the findings and identify strengths and areas for improvement. The Conclusions section of this report may be a helpful pointer in that task.

### **Second Step: Develop Action Plans**

When all of the information deemed important is gathered, reflected upon, and discussed, it is time to move to the next step—action planning. We suggest that planning activities include input from both supervisory and nonsupervisory employees. The survey findings indicated a divergence in perceptions between these groups on many of the survey items. Input from both men and women, younger and older employees, and White and Non-White employees should also be arranged for, for similar reasons. It will be important to ensure that employees feel like true stakeholders in the diversity mission at NASA Ames. And planned initiatives will require top-level management support and promotion for successful implementation.

An important step in planning will be establishing short- and long-term goals. And, given the inevitable constraints of budgeted monies, time, and other resources to implement the goals, NASA Ames will need to set priorities among the goals.

### **Third Step: Communicate and Implement Action Plan Goals and Priorities**

These goals and priorities will then need to be communicated effectively to managers and selected others, who will likely be frontline agents for promoting enhancements to diversity at NASA Ames. The findings indicate that careful thought should be given to any training activities on the goals and priorities—NASA Ames employees have indicated that training should be supported with concrete examples and possibly role plays, and should also include useful techniques for communicating effectively with others. Preparing PowerPoint slides of the survey findings might be one useful training tool.

Other resources NASA Ames can draw on for communicating its newly established goals and priorities might include the widely read *Astrogram*. It can be used as a vehicle to increase awareness of other sources of information important to the diversity mission, including NASA Ames diversity policies, leadership courses, and implementation plans. It can also be used to communicate survey findings and resulting followup initiatives, thus assuring employees that participating in surveys is a worthwhile endeavor—that their opinions are given serious attention and can lead to positive changes.

#### **Fourth Step: Monitor and Evaluate Effectiveness**

Any new initiatives will need to be monitored for effectiveness after implementation, and plans should be made on specific ways to measure such effectiveness. Regular performance reports can indicate which initiatives are working or not working, leading to decisions about which initiatives should be continued, modified, or discontinued.

# **Appendix A**

## **NASA Ames 2007 Diversity Assessment Survey**

## **Welcome to the 2007 Diversity Assessment Survey!**

This survey was designed to assess workforce perceptions about diversity at NASA Ames. The Ames Research Center will use the findings to promote a workforce culture that seeks, values, and uses employee contributions at all levels.

The survey should take about 15 minutes to complete. Please choose the survey responses that best describe your own perceptions and experiences. You may skip questions you do not wish to answer, but we encourage you to answer all of them.

Your participation in this survey is voluntary, but be assured that your responses will be kept confidential. Westat will aggregate study results before providing them to NASA Ames to ensure that individuals cannot be identified.

To begin the survey, enter the Username and Password provided in your email invitation, then click on the "Begin survey" button. After you complete any page, you may save your responses and exit the survey by clicking first on the "Next Page" button, then on the "Save and Exit" button at the bottom of the new page. Later, if you have not previously clicked on the "Submit" button, you can log on again and continue where you left off.

### [Privacy Statement](#)

**Username:**

**Password:**

**[Begin Survey:](#)**

If you have questions, please contact Westat  
Toll-free 888-605-7220, Email: [AmesDiversitySurvey@Westat.com](mailto:AmesDiversitySurvey@Westat.com)

## SECTION A: Understanding and Awareness of Diversity at NASA Ames Research Center

This section asks about your general perceptions about workplace diversity and your perceptions about the NASA Ames workforce environment.

How much do you agree or disagree with the following statements?	Strongly disagree ▼	Disagree ▼	Neither disagree nor agree ▼	Agree ▼	Strongly agree ▼	Don't know/ Does not apply ▼
1. NASA Ames policies promote fair treatment of employees regardless of their personal characteristics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Diversity is mostly about physical characteristics of people.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. NASA Ames employees actively include coworkers with different personal characteristics or viewpoints in workplace tasks .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. All employees at NASA Ames have a responsibility to promote workplace diversity.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. NASA Ames uses diversity effectively to increase workforce productivity.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Employee participation in diversity training is encouraged at NASA Ames. .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Having employees with diverse backgrounds can be a source of business advantage at NASA Ames .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. NASA Ames's efforts to achieve workforce diversity sometimes lead to workplace problems.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Diversity leads to better products at NASA Ames .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The diversity training employees receive at NASA Ames is useful .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. NASA Ames employees encourage workplace participation by coworkers with different personal characteristics or viewpoints.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Diversity in the workplace means including and valuing employees with varied backgrounds and experiences.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION B: Division Managers and Supervisors at NASA Ames

This section asks for your perceptions about managers and supervisors in your current branch, division, or directorate.

Based on your perceptions, how much do you agree or disagree with the following statements?

Generally, managers and supervisors in my <u>current branch, division, or directorate</u> :	Strongly disagree ▼	Disagree ▼	Neither disagree nor agree ▼	Agree ▼	Strongly agree ▼	Don't know/ Does not apply ▼
1. Encourage employees to speak up when they disagree with what is being said.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Value having employees with diverse views about workplace matters.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Help employees to recognize prejudices that foster workplace discrimination.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Assign employees with different personal characteristics or viewpoints to work together.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Investigate reports of unfair treatment.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Help employees of different cultures to interact effectively in the workplace .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Are not held accountable for ensuring that employees are treated fairly .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Encourage employees to work with coworkers having different personal characteristics or viewpoints.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Value the following diverse characteristics:						
a. Differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Differences in cultural characteristics, such as religion, ethnic background, or life experiences.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Differences in the way people approach and solve problems .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION C: Your Personal Work Experiences at NASA Ames

This section asks about your own work experiences at NASA Ames.

How much do you agree or disagree with the following statements?	Strongly disagree ▼	Disagree ▼	Neither disagree nor agree ▼	Agree ▼	Strongly agree ▼
1. I receive the information I need to work well with others.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. My contributions and achievements at NASA Ames are recognized .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I have felt pressure to change things about myself in order to fit in at NASA Ames .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. NASA Ames provides opportunities for me to advance in my career .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Coworkers typically listen respectfully to my views about work-related matters.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I have been harassed about differences in my personal characteristics .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I have received mentoring to help me grow in my job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I am not encouraged to suggest alternative ways to solve problems .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. My supervisor or coworkers have made assumptions about me that limited my opportunities for professional development .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I often feel uncomfortable or out of place at work because of my race, ethnicity, culture, skin color, language, accent, gender, religion, or sexual orientation .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I feel free to express my opinions about work-related matters.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I often think of leaving NASA Ames for other employment.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. I am given adequate opportunities in my division to demonstrate my skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. I feel there will be negative consequences for me if I report unfair treatment at work ....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. I feel like a valued employee at NASA Ames .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I often feel that my coworkers don't accept differences in my personal characteristics ..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. I would recommend NASA Ames as a good place to work .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. In the past 12 months, how often have you felt that you were treated unfairly at NASA Ames because of people's assumptions about your:	Always	Often	Sometimes	Seldom	Never
	▼	▼	▼	▼	▼
a. Race or cultural background? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Life experiences prior to coming to NASA Ames? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Gender? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Educational background?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Part-time or flex-time work status? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Religion? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Family caregiver role (e.g., care of child or elderly relative)? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Disability? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Age?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Sexual orientation?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Ability to communicate? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Other personal characteristic(s)?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### SECTION D: Your Awareness of Diversity Information and Initiatives at NASA Ames

This section asks about your familiarity, prior to answering this survey, of the following information sources, policies, and initiatives at NASA Ames concerning workplace diversity and fair treatment.

##### How familiar are you with the:

##### 1. NASA Ames Office of Diversity and Equal Opportunity website? (Mark one of the following)

- ☐ I have visited this website more than once.
- ☐ I have visited this website only once.
- ☐ I know about this website but have never visited it.
- ☐ I know nothing at all about this website.

##### 2. NASA Ames *Astrogram* newsletter (Mark one of the following)

- ☐ I have read this newsletter more than once.
- ☐ I have read this newsletter only once.
- ☐ I know about this newsletter but have never read it.
- ☐ I know nothing at all about the NASA Ames *Astrogram* newsletter.

**3. NASA Ames Diversity Policy** (Mark one of the following)

- ☐ I am very familiar with this diversity policy.
- ☐ I am somewhat familiar with this diversity policy.
- ☐ I have heard about this diversity policy, but I am not familiar with it.
- ☐ I know nothing at all about the NASA Ames Diversity Policy.

**4. NASA Ames policy statement on non-harassment in the workplace** (Mark one of the following)

- ☐ I am very familiar with this policy statement on non-harassment.
- ☐ I am somewhat familiar with this policy statement on non-harassment.
- ☐ I have heard about this non-harassment policy statement, but I am not familiar with it.
- ☐ I know nothing at all about the NASA Ames policy statement on non-harassment.

**5. NASA Ames Diversity Implementation Plan** (Mark one of the following)

- ☐ I am very familiar with the Diversity Implementation Plan.
- ☐ I am somewhat familiar with the Diversity Implementation Plan.
- ☐ I have heard about the Diversity Implementation Plan, but I am not familiar with it.
- ☐ I know nothing at all about the NASA Ames Diversity Implementation Plan.

**6. NASA Ames Diversity Leadership Course** (Mark one of the following)

- ☐ I am very familiar with the Diversity Leadership Course.
- ☐ I am somewhat familiar with the Diversity Leadership Course.
- ☐ I have heard about the Diversity Leadership Course, but I am not familiar with it.
- ☐ I know nothing at all about the NASA Ames Diversity Leadership Course.

**SECTION E: Ratings About Overall Effectiveness**

This section asks you to provide ratings about the overall effectiveness of NASA Ames in the following areas.

How do you rate the overall effectiveness of NASA Ames in:	Ineffective	Somewhat ineffective	Neither ineffective nor effective	Somewhat effective	Effective
	▼	▼	▼	▼	▼
1. Fostering mutual trust and respect in the workplace? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Promoting professional growth for employees? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Providing a supportive environment for every employee? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Sharing information with employees so they can do their best work? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Creating a strong teamwork culture?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Valuing individual contributions? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Educating employees on how diversity fosters creativity and innovation?..... ☐ ☐ ☐ ☐ ☐

## SECTION F: About You

This section asks questions about your employment and your personal characteristics. Your answers to these questions will help us to analyze survey results.

### 1. What is your supervisory status? (Mark one of the following)

- ☐ **Non-Supervisor:** You do not supervise other employees.
- ☐ **Team Leader:** You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.
- ☐ **Supervisor:** You are responsible for employees' performance appraisals and approval of their leave, but you do not supervise other supervisors.
- ☐ **Manager:** You are in a management position and supervise one or more supervisors.
- ☐ **Executive:** Member of Senior Executive Service or equivalent.

### 2. How long have you worked for NASA Ames Research Center?

- ☐ Less than 1 year
- ☐ 1 to 2 years
- ☐ 3 to 5 years
- ☐ 6 to 10 years
- ☐ 11 to 20 years
- ☐ More than 20 years

### 3. Are you a full-time or part-time employee at NASA Ames Research Center?

- ☐ Full-time
- ☐ Part-time

### 4. Do you work on an official flex-time schedule (e.g., four 10-hr days/week)?

- ☐ Yes
- ☐ No

**5. Are you male or female?**

- ☐ Male
- ☐ Female

**6. What is your age group?**

- ☐ 25 years old or under
- ☐ 26-29 years old
- ☐ 30-39 years old
- ☐ 40-49 years old
- ☐ 50-59 years old
- ☐ 60 years or older

**7. What is your marital status?** (Mark the response that best describes your status)

- ☐ Married
- ☐ Divorced
- ☐ Widowed
- ☐ Separated
- ☐ Single, never been married
- ☐ Living with a domestic partner

**8. What is the highest grade or level of schooling you have completed?**

- ☐ High school graduate or GED or lower
- ☐ Some college or 2-year degree
- ☐ 4-year college graduate
- ☐ Master's degree
- ☐ Doctorate degree
- ☐ Post-doctorate

**9. Which one the following do you consider yourself to be?** (Mark all that apply)

- ☐ Hispanic/Latino American
- ☐ White
- ☐ Black/African American
- ☐ American Indian/Alaska Native
- ☐ Asian/Pacific Islander
- ☐ Other

**10. Do you have a disability?**

- ☐ Yes
- ☐ No

### **SECTION G: Your Thoughts and Comments**

We would like to know your general thoughts about diversity in the NASA Ames workplace. Please be as detailed as you like in your responses to the following open-ended questions.

**1. What does workplace diversity mean to you? (You can use examples, personal experiences, stories, etc.)**

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---

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**2. What could NASA Ames do to improve diversity in the workplace?**

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### **RANDOM DRAWING FOR SURVEY PARTICIPANTS!**

If you wish to participate in a confidential random drawing to receive an incentive funded by the Ames Exchange Council, please click on the box below.

- ☐ I wish to participate in the random drawing.

**THANK YOU VERY MUCH FOR COMPLETING THIS  
QUESTIONNAIRE.**

**Your responses have been submitted.**

## **Appendix B**

### **Survey Invitation Email and Reminder Email**

## Survey Invitation Email

Dear NASA Ames Employee,

The NASA Ames Research Center wants to learn more about your perceptions and experiences with diversity at NASA Ames and is asking you to participate in a short survey. We estimate that it will take about 15 minutes to complete the survey.

The Ames Research Center will use the aggregated results to develop a baseline assessment of diversity awareness and to plan for future activities to enhance diversity at NASA Ames. Your opinions matter, and the success of this survey depends on your participation.

In return, all survey respondents will have the option to participate in a confidential random drawing for one of ten \$50 gift certificates funded by the Ames Exchange Council.

Westat, a research company in Rockville, Maryland, is conducting the survey for NASA Ames. To complete the survey, click on the link below and enter the following unique Username and Password on the first page of the survey. After you COMPLETE any page, you may save your responses and exit the survey by clicking first on the "Next Page" button, then on the "Save and Exit" button at the bottom of the new page. The unique Username and Password will allow you to return to the survey at any time before final submission to continue the survey where you left off or to change your answers.

**Unique Username:**

**Unique Password:**

**Link to survey** (click or paste in browser):

<https://www.researchsurvey.org/ss/wsb.dll/3/NASA-Ames.htm>

Deadline: Friday, November 16, 2007

The Center has contracted with Westat to conduct this survey. We are a research organization with extensive experience in conducting surveys for government agencies. We will keep your survey responses confidential by sharing only aggregated results with NASA Ames. No individuals will be identifiable in our report of findings.

If you have any questions about the survey, and especially if you experience any technical difficulties with the survey, please contact a Westat team member via phone at 1-888-605-7220 or via email at [AmesDiversitySurvey@westat.com](mailto:AmesDiversitySurvey@westat.com). We will respond to all calls and emails within one business day. Thank you for your time and input.

Sincerely,

Michele Harmon, Ph.D.  
Project Director, Westat

Westat  
1650 Research Blvd.  
Rockville, MD 20850  
<http://www.westat.com>

## Reminder Email

Dear NASA Ames Employee,

We strongly encourage you to take 10 to 15 minutes to complete the 2007 Ames Diversity Assessment Survey. Your opinions are important - they will help the Ames Research Center to assess diversity awareness at NASA Ames and improve its action plans for enhancing diversity and its benefits at NASA Ames. The success of the survey depends on you!

In appreciation, all survey respondents will have the option to participate in a confidential random drawing for one of ten \$50 gift certificates funded by the Ames Exchange Council.

Westat, a research company in Rockville, Maryland, is conducting the survey for NASA Ames. To complete the survey, click on the link below and enter the following unique Username and Password on the first page of the survey. After you COMPLETE any page, you may save your responses and exit the survey by clicking first on the "Next Page" button, then on the "Save and Exit" button at the bottom of the new page. The unique Username and Password will allow you to return to the survey at any time before final submission to continue the survey where you left off or to change your answers.

**Unique Username:**

**Unique Password:**

**Link to survey** (click or paste in browser):

<https://www.researchsurvey.org/ss/wsb.dll/3/NASA-Ames.htm>

Deadline: Wednesday, November 28, 2007

Westat has extensive experience in conducting surveys for government agencies. We will keep your survey responses confidential by sharing only aggregated results with NASA Ames. No individuals will be identifiable in our report of findings.

If you have any questions about the survey, and especially if you experience any technical difficulties with the survey, please contact a Westat team member via phone at 1-888-605-7220 or via email at [AmesDiversitySurvey@westat.com](mailto:AmesDiversitySurvey@westat.com). We will respond to all calls and emails within one business day. Thank you for your time and input.

Sincerely,

Michele Harmon, Ph.D.  
Project Director, Westat

Westat  
1650 Research Blvd.  
Rockville, MD 20850  
<http://www.westat.com>

# **Appendix C**

## **Survey Method Details**

## **Survey Method Details**

### **Sample**

The sample was a census of all full-time and part-time civil service employees at NASA Ames in mid-October 2007—a total of 1,260 employees. NASA Ames provided Westat with an updated list of email addresses for these employees shortly before the field period began.

NASA Ames also provided Westat with percentages of NASA Ames civil service employees in specific demographic subgroups to allow Westat to compare the percentages of *respondents* in each of those subgroups with the overall percentages in the sample.

### **Questionnaire**

The survey was designed to address the following five topics:

- Employee understanding and awareness of diversity at NASA Ames Research Center
- Employee perceptions about the organizational culture and how managers and supervisors promote and practice NASA Ames diversity policies
- Employee perceptions about their personal work experiences
- Employee awareness of specific diversity information and initiatives at NASA Ames
- Employee perceptions about the overall effectiveness of NASA Ames in creating an inclusive work environment that values and supports its employees

Items were drafted for each topic. The final version of the survey included 93 items/subitems and 10 demographic questions. In addition, the survey included two open-ended questions asking employees what workplace diversity means to them and what NASA Ames could do to improve diversity in the workplace. The web instrument was pretested across various browsers, platforms, and screen settings. Estimated time to complete the survey was 15 minutes or less. Employees were allowed to complete the survey during work hours.

### **Data Collection**

#### ***Survey Mode***

The survey was administered electronically via the web.

### ***Field Period***

The field period opened on October 18 and continued through December 7. Not all employees received the initial email invitation in mid-October because of a sending domain problem that was quickly resolved. However, the survey was put on hold while arrangements were made for an IT security review. Westat was authorized to resume the survey on November 1. The field period was then set at November 1 to November 28, but was extended to December 7 in an effort to boost response rates.

### ***Survey Administration Procedures***

**Survey prenotification message.** NASA Ames emailed a prenotification letter from the Director of NASA Ames to all employees in the sample on October 14. The prenotification message informed employees about the upcoming survey, introduced Westat as the survey administrator, explained the purpose of the survey, and encouraged employee participation in the survey. The prenotification also said that employees would have the option to participate in a random drawing for one of 10 incentive prizes funded by the Ames Exchange Council.

**Survey invitation and reminder email messages.** On October 18 and November 1, Westat sent NASA Ames employees an email invitation that contained a link to the survey as well as a unique user name and ID for accessing the survey. Throughout the active field period, Westat emailed weekly reminders about the survey to nonrespondents. The reminders were similar in content to the invitation, and each contained the survey link and the employee's unique user name and ID (see Appendix B for copies of the survey invitation and the first reminder message).

**Survey support.** During the field period, Westat maintained a toll-free project telephone number and a project specific email box that employees could use to request technical assistance in accessing the survey or to ask more general questions about the survey. Westat received two telephone and 18 email messages from NASA Ames employees. Many of the emails were from employees who said they had already completed the survey (in nearly all instances, they were confusing the survey with another government survey being administered about the same time; in one instance, the employee's efforts to "submit" the survey were unsuccessful). Several employees inquired about IT security and survey confidentiality procedures. In a couple of instances, Westat checked with NASA Ames about the appropriate response to an employee question (e.g., whether employees temporarily assigned to headquarters were considered eligible respondents).

### ***Response Rate***

The response rate for the survey was 50.6%. Westat received no notices that survey invitations and reminder notices were undeliverable. One of the 1,260 employees was designated as ineligible because the person was on leave for the full field period. Westat treated all remaining employees as eligible for the survey. The formula used to calculate the response rate was:

$$\begin{aligned}\text{Response rate} &= [\text{Number of eligible respondents} / (\text{Number of eligible respondents} + \\ &\quad \text{number of eligible nonrespondents})] \times 100. \\ &= 637/1,259 \\ &= 50.6\%\end{aligned}$$

The number of eligible nonrespondents included two employees who explicitly refused to participate in the survey.

## **Appendix D**

### **Frequency Tables for All Survey Items**

## Responses for All NASA Ames Diversity Survey Items

### A1. NASA Ames policies promote fair treatment of employees regardless of their personal characteristics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	2.8	2.9	2.9
	Disagree	51	8.0	8.2	11.1
	Neither Disagree Nor Agree	61	9.6	9.8	20.9
	Agree	268	42.1	43.1	64.0
	Strongly Agree	224	35.2	36.0	100.0
	Total	622	97.6	100.0	
Missing	Don't Know/Does not apply	11	1.7		
	System	4	.6		
	Total	15	2.4		
Total		637	100.0		

### A2. Diversity is mostly about physical characteristics of people

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	183	28.7	29.6	29.6
	Disagree	289	45.4	46.7	76.3
	Neither Disagree Nor Agree	68	10.7	11.0	87.2
	Agree	59	9.3	9.5	96.8
	Strongly Agree	20	3.1	3.2	100.0
	Total	619	97.2	100.0	
Missing	Don't Know/Does not apply	15	2.4		
	System	3	.5		
	Total	18	2.8		
Total		637	100.0		

**A3. NASA Ames employees actively include coworkers with different personal characteristics and viewpoints in workplace tasks**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	2.0	2.1	2.1
	Disagree	75	11.8	12.2	14.3
	Neither Disagree Nor Agree	112	17.6	18.2	32.6
	Agree	279	43.8	45.4	78.0
	Strongly Agree	135	21.2	22.0	100.0
	Total	614	96.4	100.0	
Missing	Don't Know/Does not apply	19	3.0		
	System	4	.6		
	Total	23	3.6		
Total		637	100.0		

**A4. All employees at NASA Ames have a responsibility to promote workplace diversity**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	2.0	2.1	2.1
	Disagree	25	3.9	4.0	6.1
	Neither Disagree Nor Agree	63	9.9	10.1	16.3
	Agree	239	37.5	38.5	54.8
	Strongly Agree	281	44.1	45.2	100.0
	Total	621	97.5	100.0	
Missing	Don't Know/Does not apply	12	1.9		
	System	4	.6		
	Total	16	2.5		
Total		637	100.0		

**A5. NASA Ames uses diversity effectively to increase workforce productivity**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	30	4.7	5.2	5.2
	Disagree	118	18.5	20.6	25.9
	Neither Disagree Nor Agree	222	34.9	38.8	64.7
	Agree	161	25.3	28.1	92.8
	Strongly Agree	41	6.4	7.2	100.0
	Total	572	89.8	100.0	
Missing	Don't Know/Does not apply	62	9.7		
	System	3	.5		
	Total	65	10.2		
Total		637	100.0		

**A6. Employee participation in diversity training is encouraged at NASA Ames**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	1.4	1.5	1.5
	Disagree	31	4.9	5.1	6.5
	Neither Disagree Nor Agree	75	11.8	12.2	18.8
	Agree	308	48.4	50.2	69.0
	Strongly Agree	190	29.8	31.0	100.0
	Total	613	96.2	100.0	
Missing	Don't Know/Does not apply	19	3.0		
	System	5	.8		
	Total	24	3.8		
Total		637	100.0		

**A7. Having employees with diverse backgrounds can be a source of business advantage at NASA Ames**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	1.1	1.1	1.1
	Disagree	14	2.2	2.3	3.4
	Neither Disagree Nor Agree	76	11.9	12.2	15.6
	Agree	261	41.0	42.0	57.6
	Strongly Agree	263	41.3	42.4	100.0
	Total	621	97.5	100.0	
Missing	Don't Know/Does not apply	13	2.0		
	System	3	.5		
	Total	16	2.5		
Total		637	100.0		

**A8. NASA Ames's efforts to achieve workforce diversity sometimes lead to workplace problems**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	27	4.2	4.7	4.7
	Disagree	137	21.5	24.0	28.8
	Neither Disagree Nor Agree	200	31.4	35.1	63.9
	Agree	171	26.8	30.0	93.9
	Strongly Agree	35	5.5	6.1	100.0
	Total	570	89.5	100.0	
Missing	Don't Know/Does not apply	64	10.0		
	System	3	.5		
	Total	67	10.5		
Total		637	100.0		

**A9. Diversity leads to better products at NASA Ames**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	1.7	1.8	1.8
	Disagree	20	3.1	3.3	5.2
	Neither Disagree Nor Agree	169	26.5	28.2	33.4
	Agree	255	40.0	42.6	76.0
	Strongly Agree	144	22.6	24.0	100.0
	Total	599	94.0	100.0	
Missing	Don't Know/Does not apply	32	5.0		
	System	6	.9		
	Total	38	6.0		
Total		637	100.0		

**A10. The diversity training employees receive at NASA Ames is useful**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	2.8	3.1	3.1
	Disagree	71	11.1	12.3	15.4
	Neither Disagree Nor Agree	194	30.5	33.5	48.9
	Agree	245	38.5	42.3	91.2
	Strongly Agree	51	8.0	8.8	100.0
	Total	579	90.9	100.0	
Missing	Don't Know/Does not apply	50	7.8		
	System	8	1.3		
	Total	58	9.1		
Total		637	100.0		

**A11. NASA Ames employees encourage workplace participation by coworkers with different personal characteristics or viewpoints**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	2.4	2.5	2.5
	Disagree	64	10.0	10.5	12.9
	Neither Disagree Nor Agree	138	21.7	22.6	35.5
	Agree	305	47.9	49.9	85.4
	Strongly Agree	89	14.0	14.6	100.0
	Total	611	95.9	100.0	
Missing	Don't Know/Does not apply	19	3.0		
	System	7	1.1		
	Total	26	4.1		
Total		637	100.0		

**A12. Diversity in the workplace means including and valuing employees with varied backgrounds and experiences**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	1.6	1.6	1.6
	Disagree	7	1.1	1.1	2.7
	Neither Disagree Nor Agree	24	3.8	3.8	6.6
	Agree	279	43.8	44.6	51.2
	Strongly Agree	305	47.9	48.8	100.0
	Total	625	98.1	100.0	
Missing	Don't Know/Does not apply	7	1.1		
	System	5	.8		
	Total	12	1.9		
Total		637	100.0		

**B1. Managers and Supervisors: Encourage employees to speak up when they disagree with what is being said**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	32	5.0	5.1	5.1
	Disagree	90	14.1	14.4	19.5
	Neither Disagree Nor Agree	70	11.0	11.2	30.7
	Agree	293	46.0	46.9	77.6
	Strongly Agree	140	22.0	22.4	100.0
	Total	625	98.1	100.0	
Missing	Don't Know/Does not apply	10	1.6		
	System	2	.3		
	Total	12	1.9		
Total		637	100.0		

**B2. Managers and Supervisors: Value having employees with diverse views about workplace matters**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	24	3.8	3.9	3.9
	Disagree	88	13.8	14.4	18.4
	Neither Disagree Nor Agree	91	14.3	14.9	33.3
	Agree	269	42.2	44.2	77.5
	Strongly Agree	137	21.5	22.5	100.0
	Total	609	95.6	100.0	
Missing	Don't Know/Does not apply	25	3.9		
	System	3	.5		
	Total	28	4.4		
Total		637	100.0		

**B3. Managers and Supervisors: Help employees to recognize prejudices that foster workplace discrimination**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	3.9	4.3	4.3
	Disagree	83	13.0	14.3	18.7
	Neither Disagree Nor Agree	187	29.4	32.3	50.9
	Agree	218	34.2	37.7	88.6
	Strongly Agree	66	10.4	11.4	100.0
	Total	579	90.9	100.0	
Missing	Don't Know/Does not apply	54	8.5		
	System	4	.6		
	Total	58	9.1		
Total		637	100.0		

**B4. Managers and Supervisors: Assign employees with different personal characteristics or viewpoints to work together**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	19	3.0	3.3	3.3
	Disagree	74	11.6	12.9	16.2
	Neither Disagree Nor Agree	209	32.8	36.5	52.7
	Agree	207	32.5	36.1	88.8
	Strongly Agree	64	10.0	11.2	100.0
	Total	573	90.0	100.0	
Missing	Don't Know/Does not apply	61	9.6		
	System	3	.5		
	Total	64	10.0		
Total		637	100.0		

**B5. Managers and Supervisors: Investigate reports of unfair treatment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	24	3.8	4.8	4.8
	Disagree	39	6.1	7.8	12.7
	Neither Disagree Nor Agree	109	17.1	21.9	34.6
	Agree	188	29.5	37.8	72.4
	Strongly Agree	137	21.5	27.6	100.0
	Total	497	78.0	100.0	
Missing	Don't Know/Does not apply	137	21.5		
	System	3	.5		
	Total	140	22.0		
Total		637	100.0		

**B6. Managers and Supervisors: Help employees of different cultures to interact effectively in the workplace**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	2.5	2.9	2.9
	Disagree	63	9.9	11.2	14.1
	Neither Disagree Nor Agree	173	27.2	30.8	44.9
	Agree	226	35.5	40.3	85.2
	Strongly Agree	83	13.0	14.8	100.0
	Total	561	88.1	100.0	
Missing	Don't Know/Does not apply	65	10.2		
	System	11	1.7		
	Total	76	11.9		
Total		637	100.0		

**B7. Managers and Supervisors: Are not held accountable for ensuring that employees are treated fairly**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	96	15.1	17.9	17.9
	Disagree	195	30.6	36.3	54.2
	Neither Disagree Nor Agree	122	19.2	22.7	76.9
	Agree	85	13.3	15.8	92.7
	Strongly Agree	39	6.1	7.3	100.0
	Total	537	84.3	100.0	
Missing	Don't Know/Does not apply	98	15.4		
	System	2	.3		
	Total	100	15.7		
Total		637	100.0		

**B8. Managers and Supervisors: Encourage employees to work with coworkers having different personal characteristics or viewpoints**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	2.2	2.4	2.4
	Disagree	63	9.9	10.8	13.2
	Neither Disagree Nor Agree	168	26.4	28.8	42.0
	Agree	275	43.2	47.2	89.2
	Strongly Agree	63	9.9	10.8	100.0
	Total	583	91.5	100.0	
Missing	Don't Know/Does not apply	51	8.0		
	System	3	.5		
	Total	54	8.5		
Total		637	100.0		

**B9a. Managers and Supervisors: Value differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	2.4	2.6	2.6
	Disagree	49	7.7	8.6	11.2
	Neither Disagree Nor Agree	156	24.5	27.3	38.5
	Agree	253	39.7	44.3	82.8
	Strongly Agree	98	15.4	17.2	100.0
	Total	571	89.6	100.0	
Missing	Don't Know/Does not apply	62	9.7		
	System	4	.6		
	Total	66	10.4		
Total		637	100.0		

**B9b. Managers and Supervisors: Value differences in cultural characteristics, such as religion, ethnic background, or life experiences**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	2.5	2.8	2.8
	Disagree	38	6.0	6.7	9.5
	Neither Disagree Nor Agree	168	26.4	29.5	38.9
	Agree	254	39.9	44.6	83.5
	Strongly Agree	94	14.8	16.5	100.0
	Total	570	89.5	100.0	
Missing	Don't Know/Does not apply	63	9.9		
	System	4	.6		
	Total	67	10.5		
Total		637	100.0		

**B9c. Managers and Supervisors: Value differences in the way people approach and solve problems**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	19	3.0	3.1	3.1
	Disagree	53	8.3	8.7	11.9
	Neither Disagree Nor Agree	94	14.8	15.5	27.3
	Agree	277	43.5	45.6	73.0
	Strongly Agree	164	25.7	27.0	100.0
	Total	607	95.3	100.0	
Missing	Don't Know/Does not apply	26	4.1		
	System	4	.6		
	Total	30	4.7		
Total		637	100.0		

**C1. I receive the information I need to work well with others**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	2.0	2.0	2.0
	Disagree	45	7.1	7.1	9.1
	Neither Disagree Nor Agree	136	21.4	21.4	30.6
	Agree	370	58.1	58.3	88.8
	Strongly Agree	71	11.1	11.2	100.0
	Total	635	99.7	100.0	
Missing	System	2	.3		
Total		637	100.0		

**C2. My contributions and achievements at NASA Ames are recognized**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	27	4.2	4.3	4.3
	Disagree	67	10.5	10.6	14.8
	Neither Disagree Nor Agree	89	14.0	14.0	28.9
	Agree	360	56.5	56.8	85.6
	Strongly Agree	91	14.3	14.4	100.0
	Total	634	99.5	100.0	
Missing	System	3	.5		
Total		637	100.0		

**C3. I have felt pressure to change things about myself in order to fit in at NASA Ames**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	94	14.8	14.8	14.8
	Disagree	259	40.7	40.7	55.5
	Neither Disagree Nor Agree	139	21.8	21.9	77.4
	Agree	111	17.4	17.5	94.8
	Strongly Agree	33	5.2	5.2	100.0
	Total	636	99.8	100.0	
Missing	System	1	.2		
Total		637	100.0		

**C4. NASA Ames provides opportunities for me to advance in my career**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	32	5.0	5.1	5.1
	Disagree	74	11.6	11.7	16.7
	Neither Disagree Nor Agree	102	16.0	16.1	32.9
	Agree	321	50.4	50.7	83.6
	Strongly Agree	104	16.3	16.4	100.0
	Total	633	99.4	100.0	
Missing	System	4	.6		
Total		637	100.0		

**C5. Coworkers typically listen respectfully to my views about work-related matters**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	.9	.9	.9
	Disagree	20	3.1	3.1	4.1
	Neither Disagree Nor Agree	69	10.8	10.9	15.0
	Agree	421	66.1	66.3	81.3
	Strongly Agree	119	18.7	18.7	100.0
	Total	635	99.7	100.0	
Missing	System	2	.3		
Total		637	100.0		

**C6. I have been harassed about differences in my personal characteristics**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	243	38.1	38.4	38.4
	Disagree	234	36.7	37.0	75.4
	Neither Disagree Nor Agree	96	15.1	15.2	90.5
	Agree	47	7.4	7.4	97.9
	Strongly Agree	13	2.0	2.1	100.0
	Total	633	99.4	100.0	
Missing	System	4	.6		
Total		637	100.0		

**C7. I have received mentoring to help me grow in my job**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	48	7.5	7.6	7.6
	Disagree	123	19.3	19.5	27.1
	Neither Disagree Nor Agree	127	19.9	20.1	47.2
	Agree	261	41.0	41.4	88.6
	Strongly Agree	72	11.3	11.4	100.0
	Total	631	99.1	100.0	
Missing	System	6	.9		
Total		637	100.0		

**C8. I am not encouraged to suggest alternative ways to solve problems**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	126	19.8	19.9	19.9
	Disagree	311	48.8	49.2	69.1
	Neither Disagree Nor Agree	99	15.5	15.7	84.8
	Agree	77	12.1	12.2	97.0
	Strongly Agree	19	3.0	3.0	100.0
	Total	632	99.2	100.0	
Missing	System	5	.8		
Total		637	100.0		

**C9. My supervisor or coworkers have made assumptions about me that limited my opportunities for professional development**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	133	20.9	21.0	21.0
	Disagree	234	36.7	37.0	58.0
	Neither Disagree Nor Agree	134	21.0	21.2	79.1
	Agree	95	14.9	15.0	94.2
	Strongly Agree	37	5.8	5.8	100.0
	Total	633	99.4	100.0	
Missing	System	4	.6		
Total		637	100.0		

**C10. I often feel uncomfortable or out of place at work because of my race, ethnicity, culture, skin color, language, accent, gender, religion, or sexual orientation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	252	39.6	39.9	39.9
	Disagree	243	38.1	38.4	78.3
	Neither Disagree Nor Agree	80	12.6	12.7	91.0
	Agree	41	6.4	6.5	97.5
	Strongly Agree	16	2.5	2.5	100.0
	Total	632	99.2	100.0	
Missing	System	5	.8		
Total		637	100.0		

**C11. I feel free to express my opinions about work-related matters**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	2.8	2.8	2.8
	Disagree	54	8.5	8.5	11.4
	Neither Disagree Nor Agree	74	11.6	11.7	23.1
	Agree	335	52.6	53.0	76.1
	Strongly Agree	151	23.7	23.9	100.0
	Total	632	99.2	100.0	
Missing	System	5	.8		
Total		637	100.0		

**C12. I often think of leaving NASA Ames for other employment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	137	21.5	21.7	21.7
	Disagree	205	32.2	32.5	54.3
	Neither Disagree Nor Agree	148	23.2	23.5	77.8
	Agree	96	15.1	15.2	93.0
	Strongly Agree	44	6.9	7.0	100.0
	Total	630	98.9	100.0	
Missing	System	7	1.1		
Total		637	100.0		

**C13. I am given adequate opportunities in my division to demonstrate my skills**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	3.9	4.0	4.0
	Disagree	61	9.6	9.7	13.6
	Neither Disagree Nor Agree	95	14.9	15.1	28.7
	Agree	327	51.3	51.8	80.5
	Strongly Agree	123	19.3	19.5	100.0
	Total	631	99.1	100.0	
Missing	System	6	.9		
Total		637	100.0		

**C14. I feel there will be negative consequences for me if I report unfair treatment at work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	118	18.5	18.6	18.6
	Disagree	243	38.1	38.2	56.8
	Neither Disagree Nor Agree	146	22.9	23.0	79.7
	Agree	92	14.4	14.5	94.2
	Strongly Agree	37	5.8	5.8	100.0
	Total	636	99.8	100.0	
Missing	System	1	.2		
Total		637	100.0		

**C15. I feel like a valued employee at NASA Ames**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	22	3.5	3.5	3.5
	Disagree	59	9.3	9.3	12.8
	Neither Disagree Nor Agree	129	20.3	20.3	33.1
	Agree	317	49.8	49.9	83.0
	Strongly Agree	108	17.0	17.0	100.0
	Total	635	99.7	100.0	
Missing	System	2	.3		
Total		637	100.0		

**C16. I often feel that my coworkers don't accept differences in my personal characteristics**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	169	26.5	26.7	26.7
	Disagree	310	48.7	49.0	75.7
	Neither Disagree Nor Agree	121	19.0	19.1	94.8
	Agree	28	4.4	4.4	99.2
	Strongly Agree	5	.8	.8	100.0
	Total	633	99.4	100.0	
Missing	System	4	.6		
Total		637	100.0		

**C17. I would recommend NASA Ames as a good place to work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	1.9	1.9	1.9
	Disagree	34	5.3	5.3	7.2
	Neither Disagree Nor Agree	134	21.0	21.1	28.3
	Agree	310	48.7	48.7	77.0
	Strongly Agree	146	22.9	23.0	100.0
	Total	636	99.8	100.0	
Missing	System	1	.2		
Total		637	100.0		

**C18a. How often you felt treated unfairly because of your race or cultural background**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	4	.6	.6	.6
	Often	14	2.2	2.2	2.8
	Sometimes	50	7.8	7.8	10.7
	Seldom	81	12.7	12.7	23.4
	Never	488	76.6	76.6	100.0
	Total	637	100.0	100.0	

**C18b. How often you felt treated unfairly because of your life experiences prior to coming to NASA Ames**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	3	.5	.5	.5
	Often	7	1.1	1.1	1.6
	Sometimes	62	9.7	9.8	11.4
	Seldom	95	14.9	15.0	26.3
	Never	467	73.3	73.7	100.0
	Total	634	99.5	100.0	
Missing	System	3	.5		
Total		637	100.0		

**C18c. How often you felt treated unfairly because of your gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	3	.5	.5	.5
	Often	26	4.1	4.1	4.6
	Sometimes	75	11.8	11.8	16.4
	Seldom	85	13.3	13.4	29.7
	Never	447	70.2	70.3	100.0
	Total	636	99.8	100.0	
Missing	System	1	.2		
Total		637	100.0		

**C18d. How often you felt treated unfairly because of your educational background**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	8	1.3	1.3	1.3
	Often	25	3.9	3.9	5.2
	Sometimes	61	9.6	9.6	14.8
	Seldom	91	14.3	14.3	29.1
	Never	450	70.6	70.9	100.0
	Total	635	99.7	100.0	
Missing	System	2	.3		
Total		637	100.0		

**C18e. How often you felt treated unfairly because of your part-time or flex-time work status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	4	.6	.6	.6
	Often	6	.9	1.0	1.6
	Sometimes	41	6.4	6.5	8.1
	Seldom	55	8.6	8.7	16.8
	Never	525	82.4	83.2	100.0
	Total	631	99.1	100.0	
Missing	System	6	.9		
Total		637	100.0		

**C18f. How often you felt treated unfairly because of your religion**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	1	.2	.2	.2
	Often	5	.8	.8	.9
	Sometimes	19	3.0	3.0	4.0
	Seldom	40	6.3	6.3	10.3
	Never	567	89.0	89.7	100.0
	Total	632	99.2	100.0	
Missing	System	5	.8		
Total		637	100.0		

**C18g. How often you felt treated unfairly because of your family caregiver role**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	3	.5	.5	.5
	Often	7	1.1	1.1	1.6
	Sometimes	35	5.5	5.6	7.2
	Seldom	58	9.1	9.2	16.4
	Never	525	82.4	83.6	100.0
	Total	628	98.6	100.0	
Missing	System	9	1.4		
Total		637	100.0		

**C18h. How often you felt treated unfairly because of your disability**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	2	.3	.3	.3
	Often	9	1.4	1.4	1.7
	Sometimes	18	2.8	2.9	4.6
	Seldom	26	4.1	4.1	8.7
	Never	574	90.1	91.3	100.0
	Total	629	98.7	100.0	
Missing	System	8	1.3		
Total		637	100.0		

**C18i. How often you felt treated unfairly because of your age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	4	.6	.6	.6
	Often	21	3.3	3.3	3.9
	Sometimes	57	8.9	9.0	12.9
	Seldom	89	14.0	14.0	26.9
	Never	464	72.8	73.1	100.0
	Total	635	99.7	100.0	
Missing	System	2	.3		
Total		637	100.0		

**C18j. How often you felt treated unfairly because of your sexual orientation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	1	.2	.2	.2
	Often	5	.8	.8	1.0
	Sometimes	11	1.7	1.7	2.7
	Seldom	19	3.0	3.0	5.7
	Never	594	93.2	94.3	100.0
	Total	630	98.9	100.0	
Missing	System	7	1.1		
Total		637	100.0		

**C18k. How often you felt treated unfairly because of your ability to communicate**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	2	.3	.3	.3
	Often	11	1.7	1.7	2.1
	Sometimes	57	8.9	9.0	11.1
	Seldom	83	13.0	13.1	24.2
	Never	480	75.4	75.8	100.0
	Total	633	99.4	100.0	
Missing	System	4	.6		
Total		637	100.0		

**C18I. How often you felt treated unfairly because of your other personal characteristic(s)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	5	.8	.8	.8
	Often	12	1.9	1.9	2.7
	Sometimes	62	9.7	9.9	12.7
	Seldom	76	11.9	12.2	24.8
	Never	469	73.6	75.2	100.0
	Total	624	98.0	100.0	
Missing	System	13	2.0		
Total		637	100.0		

**D1. How familiar are you with the NASA Ames Office of Diversity and Equal Opportunity website**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I have visited this website more than once	110	17.3	17.3	17.3
	I have visited this website only once	94	14.8	14.8	32.1
	I know about this website but have never visited it	260	40.8	40.9	73.1
	I know nothing at all about this website	171	26.8	26.9	100.0
	Total	635	99.7	100.0	
Missing	System	2	.3		
Total		637	100.0		

**D2. How familiar are you with the NASA Ames Astrogram newsletter**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I have read this newsletter more than once	604	94.8	95.0	95.0
	I have read this newsletter only once	10	1.6	1.6	96.5
	I know about this newsletter but have never read it	15	2.4	2.4	98.9
	I know nothing at all about this newsletter	7	1.1	1.1	100.0
Total		636	99.8	100.0	
Missing	System	1	.2		
Total		637	100.0		

**D3. How familiar are you with the NASA Ames Diversity Policy**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I am very familiar with this diversity policy	166	26.1	26.1	26.1
	I am somewhat familiar with this diversity policy	320	50.2	50.4	76.5
	I have heard about this policy, but am not familiar with it	131	20.6	20.6	97.2
	I know nothing at all about this diversity policy	18	2.8	2.8	100.0
Total		635	99.7	100.0	
Missing	System	2	.3		
Total		637	100.0		

**D4. How familiar are you with the NASA Ames policy statement on non-harassment in the workplace**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I am very familiar with this policy statement	331	52.0	52.2	52.2
	I am somewhat familiar with this policy statement	229	35.9	36.1	88.3
	I have heard about this, but am not familiar with it	56	8.8	8.8	97.2
	I know nothing at all about this policy statement	18	2.8	2.8	100.0
	Total	634	99.5	100.0	
Missing	System	3	.5		
	Total	637	100.0		

**D5. How familiar are you with the NASA Ames Diversity Implementation Plan**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I am very familiar with this plan	74	11.6	11.7	11.7
	I am somewhat familiar with this plan	244	38.3	38.5	50.2
	I have heard about this plan, but I am not familiar with it	209	32.8	33.0	83.1
	I know nothing at all about this plan	107	16.8	16.9	100.0
	Total	634	99.5	100.0	
Missing	System	3	.5		
	Total	637	100.0		

**D6. How familiar are you with the NASA Ames Diversity Leadership Course**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I am very familiar with the Diversity Leadership Course	87	13.7	13.7	13.7
	I am somewhat familiar with the Diversity Leadership Course	162	25.4	25.5	39.2
	I have heard about the course, but am not familiar with it	197	30.9	31.0	70.2
	I know nothing at all about the Diversity Leadership Course	189	29.7	29.8	100.0
	Total	635	99.7	100.0	
Missing	System	2	.3		
Total		637	100.0		

**E1. Overall effectiveness of NASA Ames in fostering mutual trust and respect in the workplace**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ineffective	25	3.9	3.9	3.9
	Somewhat Ineffective	75	11.8	11.8	15.8
	Neither Ineffective nor Effective	92	14.4	14.5	30.3
	Somewhat Effective	231	36.3	36.5	66.8
	Effective	210	33.0	33.2	100.0
	Total	633	99.4	100.0	
Missing	System	4	.6		
Total		637	100.0		

**E2. Overall effectiveness of NASA Ames in promoting professional growth for employees**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ineffective	39	6.1	6.2	6.2
	Somewhat Ineffective	70	11.0	11.0	17.2
	Neither Ineffective nor Effective	77	12.1	12.1	29.3
	Somewhat Effective	259	40.7	40.9	70.2
	Effective	189	29.7	29.8	100.0
	Total	634	99.5	100.0	
Missing	System	3	.5		
Total		637	100.0		

**E3. Overall effectiveness of NASA Ames in providing a supportive environment for every employee**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ineffective	40	6.3	6.3	6.3
	Somewhat Ineffective	83	13.0	13.1	19.3
	Neither Ineffective nor Effective	110	17.3	17.3	36.6
	Somewhat Effective	240	37.7	37.7	74.4
	Effective	163	25.6	25.6	100.0
	Total	636	99.8	100.0	
Missing	System	1	.2		
Total		637	100.0		

**E4. Overall effectiveness of NASA Ames in sharing information with employees so they can do their best work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ineffective	44	6.9	6.9	6.9
	Somewhat Ineffective	93	14.6	14.6	21.5
	Neither Ineffective nor Effective	126	19.8	19.8	41.3
	Somewhat Effective	231	36.3	36.3	77.6
	Effective	143	22.4	22.4	100.0
	Total	637	100.0	100.0	

**E5. Overall effectiveness of NASA Ames in creating a strong teamwork culture**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ineffective	48	7.5	7.6	7.6
	Somewhat Ineffective	98	15.4	15.5	23.0
	Neither Ineffective nor Effective	117	18.4	18.5	41.5
	Somewhat Effective	231	36.3	36.4	77.9
	Effective	140	22.0	22.1	100.0
	Total	634	99.5	100.0	
Missing	System	3	.5		
Total		637	100.0		

**E6. Overall effectiveness of NASA Ames in valuing individual contributions**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ineffective	32	5.0	5.0	5.0
	Somewhat Ineffective	72	11.3	11.4	16.4
	Neither Ineffective nor Effective	93	14.6	14.7	31.1
	Somewhat Effective	240	37.7	37.9	68.9
	Effective	197	30.9	31.1	100.0
	Total	634	99.5	100.0	
Missing	System	3	.5		
Total		637	100.0		

**E7. Overall effectiveness of NASA Ames in educating employees on how diversity fosters creativity and innovation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ineffective	36	5.7	5.7	5.7
	Somewhat Ineffective	93	14.6	14.7	20.4
	Neither Ineffective nor Effective	188	29.5	29.7	50.1
	Somewhat Effective	218	34.2	34.4	84.5
	Effective	98	15.4	15.5	100.0
	Total	633	99.4	100.0	
Missing	System	4	.6		
Total		637	100.0		

### F1. Your Supervisory Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-Supervisor	292	45.8	46.0	46.0
	Team Leader	243	38.1	38.3	84.3
	Supervisor	52	8.2	8.2	92.4
	Manager	32	5.0	5.0	97.5
	Executive	16	2.5	2.5	100.0
	Total	635	99.7	100.0	
Missing	System	2	.3		
Total		637	100.0		

### F2. Length of time you have worked for NASA Ames Research Center

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	30	4.7	4.7	4.7
	1 to 2 years	18	2.8	2.8	7.6
	3 to 5 years	37	5.8	5.8	13.4
	6 to 10 years	130	20.4	20.5	33.9
	11 to 20 years	192	30.1	30.3	64.2
	More than 20 years	227	35.6	35.8	100.0
Total		634	99.5	100.0	
Missing	System	3	.5		
Total		637	100.0		

### F3. Full-time or part-time employee at NASA Ames Research Center

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time	617	96.9	97.6	97.6
	Part-time	15	2.4	2.4	100.0
	Total	632	99.2	100.0	
Missing	System	5	.8		
Total		637	100.0		

#### F4. Work on an official flex-time schedule

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	247	38.8	39.1	39.1
	No	385	60.4	60.9	100.0
	Total	632	99.2	100.0	
Missing	System	5	.8		
Total		637	100.0		

#### F5. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	396	62.2	63.4	63.4
	Female	229	35.9	36.6	100.0
	Total	625	98.1	100.0	
Missing	System	12	1.9		
Total		637	100.0		

#### F6. Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 years old or under	14	2.2	2.2	2.2
	26-29 years old	15	2.4	2.4	4.6
	30-39 years old	67	10.5	10.7	15.3
	40-49 years old	216	33.9	34.3	49.6
	50-59 years old	226	35.5	35.9	85.5
	60 years or older	91	14.3	14.5	100.0
	Total	629	98.7	100.0	
Missing	System	8	1.3		
Total		637	100.0		

**F7. Marital Status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	434	68.1	69.1	69.1
	Divorced	66	10.4	10.5	79.6
	Widowed	11	1.7	1.8	81.4
	Separated	5	.8	.8	82.2
	Single, never been married	90	14.1	14.3	96.5
	Living with a domestic partner	22	3.5	3.5	100.0
	Total	628	98.6	100.0	
Missing	System	9	1.4		
Total		637	100.0		

**F8. Highest Grade or Level of Schooling Completed**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school graduate or GED or lower	17	2.7	2.7	2.7
	Some college or 2-year degree	83	13.0	13.2	15.9
	4-year college graduate	184	28.9	29.2	45.1
	Master's degree	187	29.4	29.7	74.8
	Doctorate degree	92	14.4	14.6	89.4
	Post-doctorate	67	10.5	10.6	100.0
	Total	630	98.9	100.0	
Missing	System	7	1.1		
Total		637	100.0		

**F9\_1. Do you consider yourself Hispanic/Latino American**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	585	91.8	91.8	91.8
	Yes	52	8.2	8.2	100.0
	Total	637	100.0	100.0	

**F9\_2. Do you consider yourself White**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	247	38.8	38.8	38.8
	Yes	390	61.2	61.2	100.0
	Total	637	100.0	100.0	

**F9\_3. Do you consider yourself Black/African American**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	596	93.6	93.6	93.6
	Yes	41	6.4	6.4	100.0
	Total	637	100.0	100.0	

**F9\_4. Do you consider yourself American Indian/Alaska Native**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	620	97.3	97.3	97.3
	Yes	17	2.7	2.7	100.0
	Total	637	100.0	100.0	

**F9\_5. Do you consider yourself Asian/Pacific Islander**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	513	80.5	80.5	80.5
	Yes	124	19.5	19.5	100.0
	Total	637	100.0	100.0	

**F9\_6. Do you consider yourself Other**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	601	94.3	94.3	94.3
	Yes	36	5.7	5.7	100.0
	Total	637	100.0	100.0	

**F10. Do you have a disability**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	43	6.8	6.8	6.8
	No	588	92.3	93.2	100.0
	Total	631	99.1	100.0	
Missing	System	6	.9		
Total		637	100.0		

## **Appendix E**

### **Responses to Open-Ended Questions G1 and G2**

## **G1. What does workplace diversity mean to you?**

- People with different perspectives or worldviews working on a problem will sometimes arrive at better solutions a group with a single perspective or worldview. - No one should be oppressed at work in any way because of their perspectives or background or personal characteristics, as long as they are not harming others.

A completely tolerant and non-discriminatory work environment.

A cross cultural and gender environment wherein work is performed in a balanced and supportive way.

A diversity population of employees possessing a spectrum of educational, cultural, emotional, and personal experience that can be brought to bear on accomplishing NASA missions.

A mix of gender, race, religion, experience, etc. All the things that make individuals unique. A wider experience base has the potential to result in better decisions, and that experience base should not be considered limited to work but to all aspects of life.

A multicultural environment where no one person feels they are in a minority.

A range of cultural and racial representation. Both female & male representation (one woman in the group is NOT true representation). An appreciation for work experience and for a variety of educational experiences (both other fields and differing levels of education).

a wide range of backgrounds and viewpoints

A work environment that appreciates and values varying opinions, views, customs and cultures.

A work place that promotes peace and harmony.

A workforce of varied background (educational, sex, gender, sexual orientation, religion, etc.) working together for one goal.

A working mixed environment where people from different cultures, race, gender, and disabilities can bring positive ideas to the work force in able to achieve the objective providing adequate resources and training.

A workplace that grades your performance by the quality of your work and not for your gender, race,sexual orientation, or political or religious beliefs.

acceptance/tolerance/understanding in all causes, cases, conditions, and colleague-interactions

Accepting and capitalizing on diverse points of view coming from the diversity of the workforce.

Accepting everyone equally and allowing opinions/discussions without fear.

Accepting our differences without judgment or preference, and valuing those differences that bring a diversity of experiences, ideas, values, approaches, and viewpoints to bear on work challenges.

Accepting people for who they are and listening to their input before making judgement.

accepting that people are different even if they look the same. The system by which we conduct business has to be flexible and hence capable of allowing all employees to contribute.

Achieving a state of working and relating to people without even being aware of "differences".

Achieving workplace diversity means we all recognize that individuals act and react differently and uniquely to stimuli and situations, and we don't believe that an individual's ethnicity, history or past experience limits their future potential or the magnitude of their contributions.

All employees work together for a common goal

All individuals of varying background, experiences, and cultures are considered as important contributors to the Center Mission. Staffing and teaming decisions should be based on knowledge, experience and skills versus who you know. All parties should be treated equally, expected to meet job standard requirements, and not allowed to just take up space.

All personal characteristics that are outside of the required job skills should be invisible to co-workers and managers, and have no impact on how the person is treated in the workplace.

All persons of different cultures, races, and disabilities are accepted within the workplace.

all-inclusive environment

Allowing personnel to perform jobs without worry of discrimination from age, race, sex, education level, religion etc.....

An environment that allows all views to be heard regardless of a person's background. Also an environment that does not overvalue the contributions of diversity to the creative process

an environment that fosters and celebrates different views, experiences and contributions of all.

An opportunity to work with people of different backgrounds

An understanding that all are not created the same nor think the same but this is what results in the best decisions

An unfair practice of reverse discrimination where a lesser qualified applicant can be hired or placed in a job in the name of affirmative action

Appreciation of individual differences within the workplace which allows individuals to make a worthwhile contribution.

At Ames , it has meant meeting quotas for ethnicity and gender. To me it means getting the job done with the right people without regard for race, religion, and gender bias.

Be who you are and be accepted by others. Know that the evaluation of your work performance is not influenced by people's perception of you, but by solely your performance.

Being accepted, acknowledged, and respected for who you are in the workplace.

Being assigned to tasks, projects etc based on personal background in addition to skills and experience. My own experience is that diversity enhances quality of decisions and ideas.

Being blind to employee characteristics that are not job-related or job-relevant

Being open minded about people's abilities and backgrounds and willing to listen without prejudice.

Being open to different views on a problem and respect for different life experiences.

Being valued for your independent contributions to the Center projects, teams, and missions

Blindness to physical differences and understanding of personality and opinion differences.

Bringing together different perspectives, be they based on demographics or technical background

Coworkers with different ethnicities, religious backgrounds, sexual orientations, skills, genders, interests, activities.

Creating an environment where everyone, regardless of gender, race, age, or ethnic background, feels welcome and that his or her opinions and contributions in the workplace are valued, appreciated and that they are listened to. We're ALL on the same team.

Creative, non-supportive work roles being run or done by people other than exclusively white men.

Different cultures, different colors, different sexuality, different philosophical perspectives, different educational backgrounds

Diversity at all levels of management at Ames.

Diversity encompasses race, religion, gender, sexual orientation, physical disabilities/limitations, personality, life experiences.

Diversity in the workplace is demonstrated when a variety of individuals make meaningful contributions to accomplish established goals.

Diversity in the workplace means equal opportunities for all regardless of race, creed, color or nationality.

Diversity in the workplace means that our population looks like the larger culture. We are doing well if race/gender metrics are similar to the overall population of CA/USA.

Diversity in the workplace means that people of different genders, races, religions and national origins work together. These attributes do not factor into decisions on their career placement or advancement.

Diversity is a normal part of our non-NASA experience, esp. in the Bay Area, so it is natural and comfortable at work too. Getting to know people well who are different that you is the key to appreciating them. Usually discrimination is based on ignorance.

Diversity is allowing people to bring their varied backgrounds into NASA allowing a meld of the ideas to foster a creative environment enabling innovative approaches to solving NASA's challenges.

Diversity is an idealistic goal which impedes all work and can never be perfectly achieved. What matters at work is getting the job done. The level of diversity is irrelevant compared to the capability of individuals in the workforce. What matters is applying the correct skillset to a task, not filling colored, gender, etc quotas.

Diversity is good business. A group of people all from the same background may not be able to think outside the box because they all see things the same way.

Diversity means creating a work environment that encourages inclusion of all individuals regardless of race, ethnic background, religion or sexual preferences.

Diversity means having a variety of background, cultures, and processes reflected in the workforce such that a variety of solution paths may be presented to best identify how a challenge/problem can be solved. This diversity is generally reflected by people of different cultures, gender, religion, age, etc.

Diversity means not just race, gender, and ethnicity to me, but also educational background, life experiences, family structure, and ideas. It's important to get a sense as to where people are coming from and encourage them to use their strengths.

Diversity means open forum, valuing of ideas from everyone, having dialogues for creative consensus to discover best approach to common good of Center.

diversity means putting someone in a position, not because they are qualified, but simply because they are different. Also how many qualified persons are over looked so you can fill your quota of diverse people?

Diversity means valuing different ideas, backgrounds and experiences in order to produce a better product.

Diversity means when someone comes up with an outside-the-box approach to a problem. Regardless of whether the approach actually ends up being the solution to the problem, it stimulates thought, gets rid of some cobwebs, and helps us move forward in

solving the problem.

Diversity of perspective is of great value. No other differences are at all relevant to the work performed at NASA.

Diversity refers to differences of perspective not differences of race religion, sex, etc. If properly integrated, differences of perspective and opinion be very valuable in accomplishing our mission. If not properly coordinated, then too much diversity can be harmful.

Diversity should be equal opportunity to contribute ideas, excell in their work, get recognize and managers/leaders should by all means aid, help their subordinates to get promoted.

Diversity simply means having people of varying backgrounds within a group so that possibly more innovative solutions can be formed. However, each member must be a qualified technical contributor rather than a token representative.

diversity to me is a group of people of different origin(race), different work experience

diversity to me means filling a quota regardless of how well a person does his/her job. I missed my job as a civil servant for a city because I did not fit the diversity quota. I finished 94th of 1500 who passed a civil service exam for 180 vacancies. Found out someone of a different gender and race was hired who finished in the 700's....go figure.

Diversity, everyone has different point of views, religious beliefs/or non at all, sexual preference....no more nuclear family...this is a minority group now...diversity...differences in culture, sexual orientation, absence of religion or various religions, a few examples. Differences and how we come together as one.

don't know

Employees are respected for what they can bring to the job. Their unique perspectives are valued and considered when considering how to approach a task or resolve a problem.

Employment for all

Enabling all employees to equally participate in opportunities: awards, details, promotions, etc.

Encouraging participation of people who differ on a multitude of variables and appreciating the value of their contributions.

Ensuring that employees diverse views and backgrounds are applied to foster team development and to better Ames.

Equal and fair opportunity for all.

equal opportunity for all

Equal treatment of individuals irrespective of their racial, cultural, religious, sexual and physical differences.

Equitable treatment of all members of the workplace. Listening and considering the

opinions of others especially when you don't agree. Recognizing that we all have different backgrounds and life experiences that influence our values and beliefs.

Everybody whom treated equal should know his/her responsibility and contribute quality work to NASA.

Everyone can contribute to a solution, but those that don't know the answers realize they need to be quiet and listen.

Everyone is different, not only culturally but also in the way they communicate and interact with others, and how they approach a problem

Everyone is treated fairly.

Everyone should be included and solicited for input, and all should be equally informed about opportunities for advancement, promotion, special projects, etc. You know when you have succeeded in diversity when no one has to say, "Gee, I wish I had been asked for my input".

Everyone should share there opinion, no matter what the opinion is, in the way they should feel comfortable. No one should be told they are disruptive or unfunded because of there opinion or past experience. We have little to none in the area of diversity. The senior management is very in-experienced and cannot find new work and have no HQ contact for program support. This lack of diverse thinking is the most problematic I can think of.

Everyone treated fairly and equally based on merit alone, regardless of background, appearance, race, religion, disability, gender, etc.

Exposure to and interaction with people with different experiences and backgrounds

Fairness for all and opportunities for all

Fostering a friendly, professional work environment for all people regardless of race, ethnic background, religion, political viewpoints, etc.

getting the best for NASA no matter who you are. Doing your best no matter what or who you are.

Getting the best people to accomplish the mission regardless of their personal characteristics.

Greater potential for personal and monetary advancement

Groups made up of people with different backgrounds.

Happy community

Having a mix of people with different backgrounds, etc to work with.

Having a staff with varied backgrounds in race, ethnicity, country of origin, etc. that works in harmony.

Having a varied workforce in terms of background/culture/abilities. Fostering respect

among all members of the workforce for on another.

Having a workforce that represents different cultural backgrounds as well as diversity in work experience, personal views and perceptions, and have lived and grew up in in different parts of the country or world

Having a workplace population that reflects the diverse population of where NASA centers are located. In addition, workers can either be part-time or full-time workers; part-time work is viewed as a normal alternative.

Having a workplace that fosters a melding of cultures, backgrounds, races, ages and uses those differences to its advantage

Having different cultural experiences. Working with others who think different and who come from a different place in life which provides a different outlook.

Having the ability to perform tasks without harassment or mistrust, make a valuable contribution, and receive recognition for tasks or performance that's well done.

Having the resources to accomplish work (Center level) in the future.

Having the workforce at ARC reflect the surrounding population. Building project teams that reflect this and if this isn't possible taking action to close the gap on this possibility. Diversity is gender, age, culture - we need all the above to provide quality products.

I always have had good working relationships of all my co-workers regardless of our diversity.

I believe everyone should have equal opportunities, regardless of skin color, sexual orientation, etc, because it's fair and an ideal our country would like to uphold. Also, respecting everyone on your team ensures your team works the best it can. However, it sometimes confusing whether diversity programs are saying that respecting everyone, regardless of background, yields better results, or they are trying to convince people, for example, all different ethnicities on your team yields better technical results, as a way to promote a social goal. I believe that kind of mixed message is why people don't take diversity assessments seriously. We should work toward making sure people of all backgrounds have opportunities because it's the morally right thing to do. We should ensure we have a diversity of technical expertise and backgrounds on each team

I believe it is the understanding and appreciation of different personal characteristics/culture/tradition/etc.. to create a better, more effective workforce by exploiting this knowledge.

I don't avoid seeking the participation of others, nor do I discount the views of others, based upon any of the criteria discussed in the survey. I am interested only in an individual's capacity to add direct value to the accomplishment of the goals of the project - and, as appropriate, help our team do our part in achieving the strategic goals of the Center.

I find the term of "workplace diversity" at NASA Ames to be rather nebulous, and used as a kind of "catch-all" for a variety of issues, some of which seem incongruous.

I find this center a seamless group of people working together to achieve their tasks at hand. All companies have slackers, and ARC is no different. Maybe NASA will empower itself in obtaining the ability to fire slackers effectively without backlash.

I have been coerced into employing a disabled employee who no one wanted to make time for..the existing program org was not held accountable.. and program orgs rarely are; they were able to stick this employee in a POOL and then when center mgmt can't make a decision about what's right, they stick the inst orgs with the unproductive employees and inst orgs consistently try to do what's right by the employees. This has been going on for YEARS. It's not something new... just something that's accepted.

I have had students from minority college programs in my research lab and have very much enjoyed mentoring them. I wish there were more students like this available at no cost to researchers.

I have never felt different from others even if I am an Asian and speak with heavy accent.

I love my job here at NASA I only wish I had found it earlier in my life. I can only speak for the way I have been treated and that is respected and praised regularly. As an American Indian I take offense to those who use gender, race or creed as an excuse or a threat. During my time here at Ames I have seen to many people bring up issues and blame prejudice when it simple was not true. It must be a very tough job to try and be diverse and productive at the same time. I take my Hat OFF to NASA just for trying.

It means that my opinion, my work contribution counts.

I remember being at a meeting 20 years ago and when I looked around the table there was a Muslim woman, a Russian man, an African American male, an African American female, and Iranian man, a Hispanic male and me. I smiled and thought how wonderful they brought all these bright people together and they happen to be from diverse backgrounds - Now, we don't get new young bright people to work in government. It's hard to have that same energy with the limited budgets and limited opportunities.

I remember when the EO Office cared about its employees and people considered EO as a positive profession not someplace to dump people who don't care and want a check.

I think it means everyone being a good listener, to hear and accept a person's point of view. While not always agreeing with a particular point, it still allows both parties to see where each other stands on an issue.

I think of diversity in terms of diversity of \*ideas\*. Diversity of ideas comes from a workforce with a well-rounded representation of perspectives, which originate from a variety of sources including race, gender, disability, and background.

I work in a technical field. When we were hiring for permanent staff and for student interns we got applicants in our field from many backgrounds. We did a good job of hiring based on quality regardless of background. We have women and foreign-born in our group. One time there was mentioned a concern over security risk about a US citizen only because of their ethnic background related to a designated-country. I pointed out that we have many such employees, and we shouldn't have prejudices. The person turned out to be the best in that position that we've had. In my technical field African Americans are

underrepresented. fortunately at the NASA centers and its contractors I've met and worked with brilliant ones; one served in almost a mentor role for me for a time. i'm indebted to him for his emotional and technical depth.

If I assume that NASA Ames RESEARCH Center is charged with the task of producing innovative research solution to NASA-specific and other global problems, then useful "diversity" in this workplace means breadth of intellects and expertise. This may be independent of the categories in this survey, most of which are irrelevant to innovation. I think it is important to keep in mind that functional diversity in the workplace can provide innovation, but there is a simultaneous need for "commonality" to allow people to effectively "communicate" and feel a sense of "community." The balance is critical for innovation.

In a scientific organization like NASA, I think diversity should mean diversity in training and technical discipline. I do not think it should have anything to with white or black, Hispanic or Asian, homosexual, single, or married. The latter divide us, the former unite us.

Inclusion of all view points

Inclusion of any and all qualified personnel in the work or activity of the organization, project, etc.

Inclusion of everyone, capitalizing on everyone's varied strengths.

Inclusive work environment, valuing all and not excluding direct reports values or view points, allowing to hear the voices and perspectives of others, and make change based on problematic issues with in the system.

Involves people of different experience and race.

It means a workplace in in which someone does not have to be concerned about their characteristics whatever they may be relative to their ability to be recognized or promoted for what they do in their job.

It means a workplace where everybody has the same opportunities. For example, the information on positions, projects and plans is provided on time to everybody and not just to selected people

It means accepting and promoting the opinions, skills, and abilities of all people in the workplace. It means communicating. It means fostering an environment that is inviting, cohesive, and effective. An atmosphere free from color lines or racial barriers.

It means any kind of diversity, including viewpoints, ways of looking at the world, race

It means being open to ideas and contributions of others without regard to the person having the idea or making the contribution. It means recognizing that we all are different even when we appear to be alike and that we are all the same even when we appear to be different. It means recognizing that even though we are all individuals, we are at the same time all interconnected. It means recognizing that as a team our differences are our greatest strengths and working together we can create our greatest achievements.

It means encouraging people with different backgrounds to work together effectively.

It means having different with diverse background working at NASA, be it on a team or on individual projects.

It means listening to everyone as a team. Working as a team to complete tasks or projects.

It means showing acknowledging, encouraging, and respecting individual differences of all types (including race, ethnicity, religion, sexual orientation, and educational and experiential backgrounds). Bringing different types of people together to work on common goals will make your end-products more useful and valuable to our society.

It means striving to have a workforce representative of the community it draws from including race, creed, gender, and sexual orientation

It means taking advantage of all points of view to get the job done in the best possible manner.

It means taking the time to understand employees and allowing all types of employees to take part in high level projects.

It means that anybody regardless of age, color, gender, etc. should be able to apply and be considered for positions based on experience, skill, education, etc. At Ames it is who you know and not what you have achieved. Usually all the birds of a feather flock together and therefore leaves those folks out who do not match your feathers.

It means that differences make us stronger and better able to deal with challenges.

It means that every employee should be treated equally. Here it's who you know that gets you up the ladder. You have to have connections to improve your career.

It means that everyone has the right to achieve to their maximum potential regardless of race, age, religions, sex orientation, and disability.

It means that people are assigned and hired based on things other than their actual abilities to get the job done. Sometimes this works out well and sometimes it doesn't.

it means that we respect all backgrounds and foster growth from various points of view.

It means that we respect all of our co-workers irrespective of their race, religion, physical characteristics, disabilities, and political views. It does not however mean that we must hire people for the sake of diversity alone if they do not have the requisite education, skills and experience to do the job.

It means to nurture an environment that welcomes and leverages diverse perspectives and approaches to accomplishing goals and objectives.

It means valuing people in the workplace for the work that they do and the skills that they have rather than for their demographic characteristics.

It means working with people of many different characteristics such as race, gender, age, national origin, etc.

It means, as a white male, I am always considered last for any type of leadership or employment opportunity. It also means that it is open season to degrade and insult me because I am a white male. Case in point, we have Center wide announcements for Hispanic Heritage, African American Heritage, etc. But when Columbus day rolled around there was not a center wide e-mail extolling the contributions of Italian Americans. Instead, I was confronted with people wearing t-shirts proclaiming European Americans as terrorists for coming to America, this was in addition to having to endure workplace conversations about how Columbus was a racist and committed genocide. Despite being historically incorrect, the comments were also insulting to me. In short, if you happen to have any minority blood in you, you will be considered the elite of Ames and given everything.

It should mean differences in skills, abilities, problem solving approaches, etc., not just looks. At Ames, not only do you have to look like the managers, you have to think like them and kiss up to them in order to get ahead. Problems and reality are pushed under the table. Diane Vaughn in her book on the Challenger incident concluded that it was not deviance or ignoring the rules that doomed Challenger--it was CONFORMITY.

I've enjoyed meeting and working with people with backgrounds, life and work experiences, and educational backgrounds I probably wouldn't have otherwise encountered.

Looking for differing approaches to problems and innovative ways to recognize, define, and solve those problems. This means looks across organizational lines, to various age groups, and experience bases to the workforce as a single entity, not as a collection of groups of folks sharing a specific characteristic that they feel makes them different. Period.

Managers don't assume that an Asian person is incapable of managing -- despite a over abundance of experience, track records, education, etc.

Managers/supervisors often do not understand the needs of their disabled employees and do not defend their needs or show sensitivity when planning activities or make them feel part of the team. For instances, insisting disabled employees undergo ergonomic work station assessments when assessers are not trained to accommodate the needs of the handicap and the disabled employee should not be forced to discuss their specific handicap. I have often been made fun of for being handicap and treated very insensitively. When I fell on uneven pavement, was told to watch where I was walking, etc.

many different individuals working together toward a common goal.

many people with varied backgrounds providing a well rounded workforce.

MEANS THAT EVERYONE WILL BE GIVEN AN EQUAL CHANCE NO MATTER WHAT RACE.

mix of people with no thought of physical, theological, emotional, etc. qualities-

more effective teamwork, greater success by drawing upon a broader base of experience

and opinion

Mutual respect and fairness for all members of the community.

My division is an extremely diverse place. No problem.

My ideas, suggestions and opinions are well received, valued and acted upon. I feel included in that respect. However, on the opposite end I don't feel included when it comes to reaping the rewards (promotion, quality step increase, outstanding rating on my EPCS) of my efforts. I feel like I am being taken advantage of. I look around me and see others being praised and rewarded for a lot less. I sense that I should consider myself lucky to even work at Ames and that nothing will better my situation. I have made major contributions to my organization and have received spotlight, performance and time off awards. I consider these to be band-aid fixes. What I need is to be paid on a continuing basis for my contributions. I see Diversity as meaning "We have hired you and we will use your talents, but we won't recognize you in a meaningful way as a member of the team".

n/a

N/A

nice dream. nowhere near a reality at NASA.

no commen

NO COMMENT

No one job is more important than another and everyone should fill like part of the puzzle where all pieces have to fit together in order for the job to be complete.

none

Not discriminating on the basis of race, religion, or sexual orientation.

Not focusing on people's differences, but instead their capabilities and accomplishments.

Nothing. Discrimination should absolutely be eradicated, but I don't understand why promotion of diversity is an important topic. In an environment without discrimination, diversity should arise without effort.

On a superficial level, you should look around an organization and find individuals of different genders and ethnicities, and if you probe a little, find different socio-economic and other factors that show that you have a variety of opinions and experiences in the group. It may not be easy to achieve this in fields like engineering that have traditionally been male-dominated, and also dominated by certain ethnicities. Workplace diversity also means that we recognize that there are hardships faced by people not of the dominant race or gender, and that we do our best to not add to those hardships in the workplace and value and respect people for their contributions that arise from their diverse backgrounds.

open communication

People are treated fairly and empowered to reach their full professional potential.

People being valued on their ability to contribute to the achievement of NASA's strategic goals regardless of race, gender, or disability.

People from various backgrounds (experience, education, gender, culture) working together to accomplish one or more tasks in furtherance of the NASA mission.

people of nation working together.

People regardless of race, color, creed, sex, age, etc should get the job because they are qualified for the job, not because of the group to which they belong.

People with different cultural background, different view points, different expertise, different gender, etc. working together with mutual respect.

People work together without preconceived notions about each other and accept the differences with open minded-ness and optimize those differences to create a more productive team.

Perfect work environments for everyone.

Personal stories and experiences.

Politically-correctness gone wild. Promoting females over males, and hiring people of color over white people. I see it all the time. It is unfair to impose unfairness on Caucasian people because of past unfairness to non-whites.

Providing a culture that embraces diversity whether it is ethnicity, cultural, or physical.

Providing an atmosphere that values contributions irrespective of the source.

Providing an equal basis for all employees to contribute to their maximum potential in support of mission goals while fostering and sustaining an environment that enables personal growth and opportunities for professional development

Quota

Really respecting people, always (even in times of conflict). When I was in a conflict with a former co-worker, my boss took his side and blamed me as the main problem. My former co-worker had a problem working with women and when this statement was made, my supervisor said that the only person who had a right to say he had a problem working with women is that person. Sad thing is, my boss was a woman. She did not value my input and investigate into his record. She would have found that he has a history of women making complaints against him. Also, he said a very racist comment to me about mexicans and after I went to my boss, she did not move him out of my office. When the conflicts continued, she said that we both needed to go to counseling to learn how to work together.

Really embracing diversity means not having to even think about the topic. We're not there.

Recognizing and honoring the differences among people and utilizing these differences as a source for innovation, awareness and personal growth.

Recruiting and hiring people of various backgrounds and maximizing the value of the variations in perspective to improve organizational performance.

Reflection of the Bay Area community in the Ames population.

Respect other and educate your co-workers so they understand you.

Respecting and appreciating the points of view of people from different race, cultural and educational background as my own and fostering that behavior with my colleagues.

Seeing similarities rather than differences.

seeking out viewpoints that may be different than your own on purpose to enhance the quality of the product or mission. tolerating others who may not share similar backgrounds or experiences. encouraging - demanding that managers and executives "walk the talk" on diversity not just in hiring but in how they reach out to those not like them. Being sensitive to others that are different in a proactive way. I had an experience when XXX offended me in a meeting with respect to my race. XXX was clearly not aware of the offense and I felt zero ability to bring this to his attention or others to make him aware of his offense because I believed I would have been labeled a "complainer". He should attend sensitivity training and take it seriously. He also should be more mindful of his language. This is 2007 - not the 1950s "old boys club."

Simply accepting all human beings on an equal footing, and therefore considering only objective things like educational level and experience.

Strength

Tapping into the untapped potential all of us have to meet center and agency objectives.

That every one has value and can bring something important to the table. It means that I can wear my cornrows and no one will make the assumption that I am not educated. It means there should not be unspoken rules for people who are different and if they don't fit into the box then they are disregarded. It means if I raise my voice it does not mean I am being a radicle therefore ignored.

That everyone's contributions are valued regardless of race, color, creed, religion, sexual orientation, or any other non-work-related characteristic.

That we are all individuals and are unique

Thate there is a wide range of thoughts, experiences and skills that are respected and can contribute to our mission.

The diversity trainer hired by ARC used poor examples in her training presentation.

The freedom to work in an intellectually stimulating, constantly changing, environment.

The greatest example for me is Ames having the courage to stick by XXX as XXX despite XXX status - I think that's awesome, and makes me very proud of Ames.

The impression is that ARC pursues diversity out of mandate not part of an attempt to produce better products. My personal experience includes being told I was not going to

even be considered for a program I wished to apply for (it was technically open to everyone) because I was a white male. My supervisor at the time thought it was a good program for me, but he was told not to submit any white male candidates because of diversity issues. He was also told not to tell anyone he had been directed as such.

The naturally occurring variety of people from different backgrounds (gender, race, etc.) that can work together to achieve NASA technical objectives.

The opportunity to interact with people of varying backgrounds and experiences.

the people who make up a workplace have many different cultural backgrounds, experiences and styles of interaction valuing the different perspectives that this brings creates a better workplace and work products

The perception that each individual has a chance to advance based on merit and on no other consideration, and that all individuals are encouraged to contribute to NASA's common goals.

The survey is misleading. No one has time to worry about diversity. There is too much work to do. If you're breathing and can do the job no one worries about your race, religion, sex, or any other of these diversity categories. Our mantra is, "If you are capable of doing the job, welcome aboard and thank God you picked us. We'll talk about all this other stuff if you want -- later!" Chances are new employees are going to get sick of seeing their work mates because we are working together all the time, day and night, almost every day. Diversity to us very often means a "day off" and not whether someone's heritage is from Africa, India, China, or Germany.

The word Nigger has been used directly in my presence by my immediate manager

There is no management accountability. When a harassment complaint is reported the search for the truth is not a priority. Having the problem go away is the priority. The employee who complained gets moved to another organization, case closed!

There is workplace diversity when there is a balance of gender, age groups and race in the workforce.

To acknowledge people's differences and recognize the differences as valuable, "treat everyone the same".

To assist an employee in a time of need. Esp. when they are not being treated fairly on their job regarding hiring status.

To be honest, I had never thought about it because I have always looked at everyone as equals. Because of this awareness and my Native American Indian heritage, I have joined the Native American Indian club at work. I didn't think it pertained to me because I always check the White/Caucasian box even though I knew about my background. I am now researching my Indian heritage and all thanks to the awareness here at Ames.

To be included in every activity the branch does without feeling any discrimination. Where are the strong women engineers encouraging other woman engineers young or old? There are such things of woman engineering supervisors that only appreciate male

engineering support in projects.

To be treated equally when it comes job assignment and promotional opportunities.

To me Diversity means working with a variety of people of different nationalities, ages and experience - all working together on formal and informal teams. At NASA Ames, I have experienced and enjoyed this Diversity more than any other place I have worked

To me it means not just cultural, religious and physical differences. It also means different personality types and different levels of education; being a research center, "visionary" research types with advanced degrees tend to dominate our work environment and be valued, promoted, and given preferential treatment even when not appropriate to the work being performed (e.g., projects for the manned space flight program). When I use the term "visionary" I am referring to the 4-D Assessment's "Visioning Dimension".

To me, it just means recognition of all of us as human beings with diverse talents and capabilities. And together we should apply those talents and capabilities to solve our problems and achieve NASA's goals.NASA

To me, workplace diversity means that people of various circumstances have the opportunity to contribute to the mission of Ames.

To me, workplace diversity means that people with different races, religions, and backgrounds can interact on a professional and interpersonal level without their races, religions, or backgrounds ever having any bearing whatsoever on the interaction.

To me, workplace diversity means two things. First, for the organization, it is an inclusive concept that tries to better our output by factoring in the views of people with different backgrounds and approaches to problem solving. Second, for society, it tries to remove or ameliorate a demarcation that can develop between an organization the broad constituency that the organization is intended to serve. For instance, if an organization is composed of only white males, its message and policies may likely appeal preferentially to white males in the public. Workplace diversity broadens the message and makes it more effective.

To value differences

To value people for their ideas, and the ability to implement them in the workplace. Over the years I had collaborators of several cultures and hosted national and foreign scholars for some time and the balance in terms of teaching them and learning from them has been always favorable.

To value the individual for all the differences he/she has and utilizing those differences to help make better decisions through respect, inclusiveness and acceptance of differing opinions

To work in harmony with my co-workers

tolerance of differences and recognition that diversity makes us strong

Tolerance, acceptance, inclusion. Elimination of the Old-Boy Network that still pervades

Ames culture.

Too much use of Affirmative Action hires, while ignoring competence and outstanding work records.

Total and complete inclusion in all aspects of the work environment. Ability to grow and advance career-wise by receiving the same information and opportunities.

Treat everyone with the "Golden Rule" in mind with respect and open-minded.

Treated fairly and have value.

Treating all people with respect and fairly.

Treating everyone equal

Treating people equally without regard to things like race, sex, religion, sexual orientation, disabilities, marital status, etc.

True diversity is achieved when it is not something you even think about, in my opinion. I discovered within the last year or so that a close coworker was in a diversity group (he told me so), and even though perhaps obvious in retrospect, it had truly never occurred to me in 3 years working with him.

Understanding and appreciating the various experiences, viewpoints, and cultures that everyone brings to Ames. Utilizing the broad range of talent we have to produce the best products possible for the Agency and be a strong competitor with other Centers.

Understanding and maintaining mutual respect for each other. My organization is widely diversified, but I have not known or observed any diversity-related problems.

unfair advantage to employees that are white or other.

Unfortunately it seems that "diversity" at Ames sometimes has more to do with satisfying "diversity" quotas. When our performance at Ames is based on technical standards of excellence and the competence of employees is lowered in the name of diversity, it creates resentment rather than "fostering creativity". I am including here the ability to conduct business in English.

Using the best of people's talents, experience and professional opinions to problem solve.

Utilizing everyone's talents effectively to support NASA's missions and recognizing everyone's contributions.

Value all people.

Valuing all employees and their potential without respect to personal characteristics or individual beliefs.

Valuing and giving equal opportunity to all employees regardless of ethnic background, race or gender.

Valuing and respecting a person's differences.

valuing and respecting all people, and their views, regardless of race, ethnicity, education, sexual preference, disability or point of view.

Valuing differences, not treating anyone differently on basis of intrinsic characteristics.

Valuing different viewpoints to problem solving

Valuing each other opinions.

Valuing each person as an individual and each person's life experience they bring to the workplace.

valuing everybody's skill, background, etc.

Valuing, respecting, and seeking out the opinions and contributions of people of varied backgrounds.

Variety - but all equal.

Various attributes and skill-sets that exists within an organization and the ability to recognize and acknowledge them as assets or strengths

We hire the right person for the right job regardless of race, orientation or appearance. all employees are given the opportunity to participate and succeed!

Welcoming qualified people of all races, religions, gender, and sexual orientation to apply for work and treating them equally in the workplace

Where different people's opinions and creativity come together to achieve a goal.

Wide variety of backgrounds & life experiences (not just folks who've all spent their whole life in the same place & job- having some folk like that is useful & adds a sense of continuity and org history, but if that's all we have, it's not enough); open & frank discussion; then once a decision is made, pulling together as a team. If any of these three elements is missing, the work suffers.

work with all Nasa/ Ames staff members Job career growth

Workers from many backgrounds and types of experience. Some comments about "traditional diversity" follow. In this location, diversity most importantly means doing what can be done, in a time of very little and extremely focused hiring, to extend opportunities to various hispanic, Filipino, and Vietnamese who are underrepresented in the areas professional work force. This goes beyond Ames to a Statewide and regional need to increase opportunities. Vibrant institutions are still the central need to make all diversity efforts go anywhere, and this is a NASA-wide problem of priorities and national funding.

Working and respecting people from different cultural backgrounds.

Working well with people from all backgrounds and origins. I find the workforce that I am exposed to quite diverse and have never had a problem working with anyone due to the differences in their backgrounds or experience.

Working with people of all races, genders and ages, respecting their opinions, accepting

their strengths and weaknesses, and try to be considerate of their individual family responsibilities.

Working with people of diverse backgrounds and experiences.

Working with people who are different from me in many ways - physical, mental, emotional, educational, etc.

Working with people with different backgrounds, experiences, and ages.

Workplace diversity is acknowledging, accepting, and teaming effectively with each other to successfully meet NASA's core missions.

Workplace diversity is an approach to ensuring that a wide variety of opinions, knowledge, learning, experience is brought to the table to address issues, solve problems, innovate new solutions and strategically move the organization forward.

Workplace diversity is having co-workers with different backgrounds, including cultural, educational, and different work experiences.

Workplace diversity is the ability to accept differences of ideas or approaches, to problem solving, by others without the baggage of preconception.

Workplace diversity is the appreciation and understanding of individual differences that go beyond skin color and ethnic origin. These differences can also include age, style of dress, hair style, style of work and problem solving, etc. Being a younger guy, I often have to break down an initial barrier of skepticism. Once this barrier is removed, sometimes the fresh and different way of approaching problems are appreciated, but oftentimes not. Ames and NASA are set in their ways and when someone approaches an idea or concept from another angle, it gets put aside. Another interesting view of diversity I have noticed - although I am not a minority (a white male), I sometimes am discriminated against because of this. An example is, "oh look, another white male being promoted. It is assumed that I am being promoted because I am a white male, not because of my contributions and work."

Workplace diversity is the desire to hire, promote, include and work with a body of people who are diverse in as many ways as possible.

Workplace diversity is the recognition that all people are valuable and a wide variety of people can actually be beneficial. I guess it comes down to the whole can be more valuable than the sum of its parts. With a diverse workforce, it is possible that any single worker may not be the "best" candidate, but he/she brings something extra to the team.

Workplace diversity is where all individuals work as a team to get the best product and services out there, whether we're part of a project or work in human resources dept. And as a team, we need to get the best out of individuals, and respect individuals different ideas and thought-processes. However, the environment doesn't work that way, the culture at Ames doesn't work that way, and human nature doesn't work that way. We are stressed for time, we are stressed b/c of politics, and we are held accountable, so we need to be selective and prejudicial if we want to meet the said reqts in this sentence. That is why I feel diversity doesn't always work. Oh, and if supervisor is not friends with certain

employees, then you can say said certain employees will not be heard or promoted, regardless of qualification or experience.

Workplace diversity means an open dialog between various groups of people where all contributions are treated with equal respect.

Workplace diversity means being part of a team without losing one's integrity. In other words, it means being able to listen and be listened to respectfully, even if the other disagrees or has different credentials possibly in the same or a different field.

Workplace Diversity means fairness to all employees, and at Ames there are so many Managers that do not follow rules and expect the employees to do as they say and not as they do. I think some feel that they have been here for so long that if they become corrupt it's O.K. and for them rules do not have to be followed.

Workplace diversity means having a variety of input from people of various life experiences involved in solving a common issue.

Workplace diversity means people of different races/cultural backgrounds/religions/life experiences coming together to reach a goal and work with each other effectively and positively.

Workplace diversity means that I learn different ways of communicating, listening, and working. To be mindful of the differences in all of us and how they may affect perceptions.

Workplace diversity means that no one is discriminated with regard to color, race, disability or heritage. The primary concern I have with workplace diversity is I dislike it when we dumb-down our work product or standards to accommodate diversity. (While we don't state that our standards should be lowered, we as a nation, and in our education system do so.) Unfortunately, these actions are carried through to our workplace. (For example: communications, documentation and reports.) To me doing so is counterproductive, and lowers the calibre of life for everyone.

Workplace diversity means there are a wide variety of people on the job. It is to be fairly and equally given an opportunity to contribute, to learn and to growth professionally. Although it is not possible for all workers to receive such things at the same time, it does mean a revolving distribution of resources to all over a reasonable period. Some things would be manager or senior staff mentoring, to grant training funds, or temporary assignments for career development. In short, we must see it and we must feel it.

Workplace diversity means to me that there is no set standard.

Workplace diversity means tolerance and encouragement of different people, age, gender, religion, background, education, etc...

Workplace diversity means walking into work everyday and clearly identifying individuals who are both the same and different from me with regard to race, religion, personal characteristics, educational background, etc...

Workplace Diversity means, that every individual regardless of race, physical condition, religion or otherwise has the opportunity to pursue their chosen careers free of

discrimination. It allows the Center to truly take a global view of things by including people from different groups or backgrounds instead of excluding them.

Workplace diversity should mean that people feel safe enough to comment (gently) when someone does or says something insensitive--giving the offender the chance to apologize.

Workplace diversity should reflect diversity that exists in the city, state, and country. This should be at all levels of leadership. I currently do not see much diversity at the management level.

Workplace diversity that you are treated same as the other guy. That no favoritism is exercised. That the supervisor doesn't show favorable treatment to the group in his/her ethnic group may you be Latino, Asian, White, etc or friends. That being detailed to some other place to work on an agency-wide process will be taken into consideration in promotion decision. I found out that being away 3 weeks a month for approximately 9 months doesn't help you to be considered for promotion. This might be my own conception but That's how I feel when promotion is provided to my co-workers and you're not. Maybe because the people promoted are always seen in action by the supervisor and are deemed to contribute more.

Workplace diversity to me is working in an environment where individuals are comfortable working together without a second thought to any differences in cultural background, race, gender, etc.

Workplace diversity to me means that people with all sorts of backgrounds are employed at NASA to work together and achieve the goals and missions of NASA. By all sorts of backgrounds, I am speaking in terms of things like physicists, chemical engineers, aeronautical engineers, and people from other disciplines coming together to work on the problem. In another dimension these people may be young, old, recently hired by NASA, or long-term employees of NASA. In yet another dimension, these people may be workaholics, 9-5ers, flex timers, or part-timers. Diversity is not defined by race, religion, or sexual preference although these may be included in the many dimensions of diversity.

## **G2. What could NASA Ames do to improve diversity in the workplace?**

- Teach us with examples or stories why we should value diversity.

1. Recognize that diversity isn't just a skin color or national heritage. A white male from Switzerland might provide quite a bit of diversity as compared to a white male from San Jose, CA. However, this diversity is not recognized in the metrics we keep which are based only upon groups that are considered underrepresented 2. Include all groups, not just underrepresented groups, in diversity metrics. I have an extremely diverse workforce in my division, but a bunch of these folks do not count toward meeting diversity metrics because they are not listed as underrepresented. It ignores the fact that our employee with Iranian descent thinks differently than our Asian-Pacific Islander employee. But these folks are not even counted since they are not underrepresented. 3. Use metrics that only look at the eligible workforce, which are US Citizens. My workforce statistics are compared to national statistics that include significant percentages of non-US citizens and even illegal aliens. That's not fair since

a large portion of those populations are not even eligible for hire into the civil service.

A very difficult problem. Most non-minority persons, to various degrees, view it as a threat. Ultimately these surveys focus on this minority or gender feeling this or that. Until this topic can somehow be presented in such a way that non-minorities do not feel threatened, I don't know if it will really be understood let alone embraced. Plus this is such an intangible type of idea, unless you can see quantitatively how this works, hard to believe in it. Simply saying, understand, appreciate and then jump to better more productive environment for all is difficult for Scientists/Engineers who want quantitative data and are not Touchy /Feely types.

Abandon the policy. Promote and hire based on the best candidate to do the job.

Activities that has "all American" theme including signs all over the campus.

**ACTUALLY PRACTICE WHAT THEY PREACH.**

Admit it really is a quota thing.

African Americans and Latin Americans are extremely under-represented at Ames. A change in the foreign national policy would be beneficial.

align reward system with diversity objectives

Allow a WBS (funding code) to be used for diversity activities. Hire more Hispanics and African Americans. We have a very White/Asian work force.

Ames already provides a very tolerant working environment ... I don't see much need for improvement.

ames is doing it's best already.

Ames needs to continue to improve the diversity of its senior management and leadership.

Ames problem is not diversity, it's budgetary

ARC does an excellent job of promoting diversity.

ARC has diversity (cultural and gender); yet is still a bit top heavy in gender at the highest levels, this maybe due to 'interest' and availability though. Not sure. Make opportunity announcement more broad and allow enough time for response (for balance)?

As far as valuing and accepting diverse people, I believe political and religious debates, slogans, posters, etc do not belong in a professional workplace. There are places at ARC that are festooned with political and religious cartoons for example. I believe Ames could do more to ensure we have diverse technical backgrounds on projects to reduce group-think. Specific suggestions based on my limited areas of interaction at ARC: before people invest years on research to solve a proposed problem X that operational centers have, send someone to sit in on the process they are purporting to improve at the remote center - have people from the operational (as opposed to research) organizations at other centers rotate to ARC as group leads or team members to ensure a diversity of experience - hire experienced people from the industries or technologies we would like to impact (e.g. UAV's, spacecraft operations, etc) rather than just researchers - break up long-standing research groups unless they are showing a massive impact on NASA and mix them, to break up old patterns of thinking and old patterns of the group perpetuating itself

assign people with various even unrelated work background to work in group situation. After all everything that is spend around Ames is taxpayer's money. All employees that pay taxes have a stake on what happens here. thanks

Be Diverse.

Be more open minded. Take a look at the workers who are really doing a good job and reward them accordingly. Get some young blood in the admin building.

Be more proactive in assiting managers in achieving diversity. Example: Actively help us to identify qualified diversity job candidates rather than just telling us to hire a more diverse pool or critiquing the results. Be more proactive in helping us to monitor and improve performance of diversity employees struggling in their jobs.

Besides the legal definition of diversity, management should be more considerate of different technical backgrounds and managerial styles and foster their participation in decision making.

Better recognize the stregnths and benefits of diversity and do more to take advantage of those opportunities

Better recognize/celebrate the things we are doing right.

Bring in younger talent. The NASA Ames Resident Staff is too old.

Bring out the differences in culture and thought process and demonstrate how these differences can be beneficial. The Meyers-Briggs sessions that are included in many classes, does this by bringing out the differences in how people think and showing how these differences can complement each other to make the group stronger than any one individual.

By continuing to stress the importance of diversity in the workplace.

By tailoring training based upon the requests/comments/assessments of trainees

Communicate why diversity is important to the NASA Mission. Very high-level statements about diverse views and experiences bringing a range of solutions to scientific/engineering problems is not really compelling. The diverse hiring seems focused on becoming diverse, not seeking people with diverse viewpoints that would positively impact our mission.

Competency to do a given job is naturally found among diverse people. If employee hiring is done based on merit, then diversity at workspace happens naturally. It must be pointed out however, government employment in US predominantly favors whites. At NASA Ames, diversity in the workplace will improve if persons of different races and skin color are promoted to supervisory roles- chiefs of branch, division, directorate etc. At this time, a vast majority of supervisors at NASA Ames are Caucasian whites. I am skeptical of any change happening at the top positions no matter how many surveys we conduct at public expense. These surveys are essentially meant to give public money to some contractors to do the surveying.

continue

Continue (that is, do not discontinue) diversity awareness efforts. Increase workshops and courses on the art of participating in meetings as a member and as a leader.

Continue diversity plan, require supervisors to mentor at least one minority of female

Continue educating process for everyone.

Continue its best efforts to promote and value diversity from the grass roots all the way up to Senior Management.

Continue to educate staff and promote the benefits of a diverse workforce. Highlight successes through articles in Astrogram, web sites. Recognize success through awards.

continue to keep diversity in the workplace an issue of discussion to keep awareness levels high throughout the workforce.

Continued emphasis on this very crucial topic is paramount. Training, role play, and accountability will enhance and expedite this concept becoming the reality here at the Center.

Create happier community?

Create more access to upper management.

Creates diverse teams to solve real and critical problems and/or produce real and critical products.

Diversity awareness has been almost non-existent for the past years. It seems that it disappeared along with the budget cuts. With threats of RIFS, etc, diversity was abandoned. The advisory groups are ineffective because they are unable to influence anything. Membership has declined because people get frustrated that nothing ever happens -- the agendas remain the same year after year in spite of hard work from the members. The advisory groups have become mere tokens. We need a new way to deal with diversity/inclusion. The Affirmative action prototypes have much negative baggage. The technology needs to be more flexible in dealing with differences, ie. cultural naming differences, special characters in names, etc. It is always a big undertaking to get hyphenated names properly represented. Prejudice and resentment are rampant because people assume ethnic people have an advantage for getting jobs here and that their qualifications are inferior.

Diversity is valued, but it's still a science and engineering culture. I don't think that's a bad thing.

Diversity should not be the end objective. Having a team function well and be successful should be the primary objective, and the varying backgrounds of the team members should only enhance performance.

Diversity training

Diversity training for managers needs to be more than just one or two classes - there should be a more formal way to acknowledge achievements in diversity leadership.

Diversity training has too much focus on people's looks. Ames need to provide leadership training to that leaders can recognize the value of different opinions, bring people together to create teams, and manage conflict in a positive manner. Years ago I watched a video about HIV/AIDS. It had a scenario where a manager was trying to bring together two people, one of whom had recently made aware that he/she was HIV positive. My reaction was (and still is) that Ames managers don't have the skills to make two people work together under the best of circumstances--forget about the difficulties introduced in the video. Training that emphasizes only looks goes just that far--skin deep.

Do a better job of explaining clearly (e.g., with words and examples) how diversity of experiences, ideas, values, approaches, and viewpoints can improve our mission success, and create a better work environment.

Do not promote people from underrepresented groups who are not qualified for the job. That practice undermines diversity.

don't know

Don't know.

Educate people as to the value of diversity. Just saying it is valuable doesn't mean much. Include examples or studies.

Educate people on what is meant by diversity in as short, clear, and concise a manner as possible; and explain to people why and how diversity can be extremely valuable to our work place.

Educate Senior mgmt, their actions are not consistent.

Effectively connect hiring supervisor and manager with possible applicants from diverse backgrounds. Work more directly with the local university's and focus on the underrepresented groups that are receiving degrees in skill sets that are needed in ARC's future. Have a team at ARC that assist HR in closing the gap between hiring and targeting acceptable diverse candidates.

Emphasis on merit regardless of race is most effective. Cultivating awareness of problems is always good.

emphasize cultural and idea based contributions that promote NASA missions. de-emphasize politically correct diversity definitions focused on race, religion, and sexual preference

Emphasize that basic good manners help any situation.

Employees need to be willing to work with people outside of their circles. We usually go to the same people when looking for team members and the same schools when looking to recruit. Those are not the only people/schools who are qualified to contribute to a task.

Employees with disabilities have a difficult time due to the lip service given to them, but lack of any action. For instance, ADA parking is not enforced- government vehicles often park in them, canteen trucks block access to ADA parking, etc. Employees in wheelchairs can not get in bldgs due to lack of automatic doors. Handicap ramps are not swept or kept free of debris, bikes, carts, or obstacles. ADA parking is often next to dumpsters where sharp objects fall on the ground causing flat tires.

Encourage management training for all to improve diversity at the highest levels.

Encourage openness, communications, and seek input in decision making. Some decisions are made without any input.

Encourage the next generation (school outreach, ...).

Establish plans and strategies leading to a Center that encourages integration and diversity at all levels, including upper management and visible positions, without ever asking your race, ethnicity, gender, place of birth, or other discriminatory characteristics. Develop clear rules to allow free participation and competition for all management positions, instead of encouraging the indirect or direct selection of people from the same group.

Establishing a Diversity Board within each Directorate would be a positive first step. Our Directorate has done this and it has proven extremely fruitful; they have provided guidance to management, and have elevated diversity to the point where it is something that permeates everything we do.

Ethnic support or advisory groups sometimes trigger a negative response from white men. The rationale for negativity is that we are trying to compensate or correct for discrimination, by again discriminating. I don't know how to properly address this perception, but perhaps we should allow white men to convene an advisory group and interact with other such groups.

evaluate employees based on work performance.

Evaluate individual potential as leaders regardless one is male or female.

Explain how they think that forced diversity will improve anything. Diversity doesn't get work done, capability does. Ethnic and religious diversity have little to do with engineering and science, capabilities of individuals and teams is more important than a person's race or religion. As long as we continue to focus on our differences, we will continue notice and focus on them.

Figure out how to handle HSPD-12 more efficiently. Diversity allows us to bring well educated post docs from other countries. We all benefit from their new ideas and different viewpoints. At my son's school they do ethnic food days in their cafeteria. And why not also have ethnic music for special days like Cinco de Mayo and St. Patrick's and Kuwansa and any other music/food experience that an employee could offer as a suggestion? We invite distinguished scientists who represent various countries and nationalities to come speak at Ames - which is also a good representation. What I think Ames really needs to do is find more smart people from various backgrounds to come work at the Center. Smart people, who happen to be from a diverse background, help promote the concept that different people can bring positive results through their work...

fill positions based on ability, period.

Fire those who hold positions of management authority who have discrimination (gender/sexual orientation/race) in the work force. They do exist in our branch. People have left because of the limitations this supervisor have placed on their career. This type of behavior is unacceptable and unprofessional. I wish I had the courage to leave my job or confront this person without jeopardizing my career.

Focus on optimizing contribution capability of each individual and working breadth in understanding. Round pegs in round holes, square in square, triangles in triangles, ... All need to understand motivations, capability, and value of the other. Either we all succeed together or we will all fail together and individually! Teamwork is more than important, it is the only means of success. This includes working across ARC as well as with other Centers.

For starter, Ames' manager positions are predominantly held by Whites, especially those positions higher up - the ratio of white managers is far higher than the

percentage of white employees. I seriously doubt that's what diversity means anywhere, private industry or government agency! In fact, based on my experience, the private industry does a much much better job in workplace diversity than Nasa. I doubt my comment here will change anything, but I still feel compelled to say it - that's my responsibility to point out inequity though I can't change anything.

Foster better understanding and respect between the "researchers" and the "institution". The problem here is not based on culture, ethnicity, race or religion but rather on institution vs research, age, and favoritism. These problems cross racial, ethnic and gender boundaries.

Foster more open communication within branches and lower level offices, in a setting where people feel safe and free from retribution.

Get more organized about educational outreach to HBCUs, Minority Institutions, Tribal Colleges

Give us a chance to hire more people. We are swamped and haven't been given the opportunity to hire the next generation of engineers and scientists. We have a natural inclination to hire the best, regardless of background, without prodding.

Has to learn to communicate internally better.

Have a committee of diverse people randomly selected from the center that advise the center director on this matter.

Have on-going diversity awareness workshops/training, etc.

Having a diverse leadership could lead to an improved diverse workplace since the leadership makes decisions on hiring.

Hire and promote a diverse workforce based on merit, i.e. Actively search for highly qualified young minority and women scientists and engineers and bring them on board early with a possibility of permanent tenured employment for the best candidates. Currently loyalty is the primary criterion for promotion and loyalty as a criterion promotes the opposite of diversity (and is not good for merit either).

Hire better managers.

Hire more Blacks

Hire more hispanics and african americans of high professional capability.

Hire more people from different backgrounds with the appropriate mix at the management levels. Hiring well qualified folks educated in diversity issues (this is not race specific) some of my best support has come from individuals outside of my ethnic group. I guess the bottom line is to continue to keep things up front to increase awareness.

Hire more people of different backgrounds like code C does.

Hire more people of different races into the senior and directorate levels.

Hire more people.

Hire more people.

Hire people who know their job and can do it properly. Hire Managers that can be managers not just accept people from Washington or anywhere else that don't know the job and need too much briefing to bring them to speed and want to take all the employee's credit.

hire qualified people

Hiring people with diverse background is a good start. However, beyond that I don't know what else NASA can do. As an employee, I get a new hire and just have to work with that person, with the assumption that this person is credible and competent at the job. We pull together in team when necessary using people with appropriate knowledge base. Is this enough to be diverse? I don't know or know how/what else to do.

Hold management accountable for mentoring and counseling employees. Stop top loading management and fill the working level positions to allow the work to be completed properly.

Hold managers and leaders accountable for learning more about diversity Give leaders and managers effective training on how to create a diverse workplace in their organizations

Hold people accountable when their actions clearly devalue employees.

hold supervisors accountable to improve career growth for Ames employees

Homosexuality should not be promoted as an alternative lifestyle any more than being an adulterer or child molester should be promoted. Although I am not offended by the official management position that it is wrong to discriminate based on sexual orientation, I am offended that homosexuality is openly honored at NASA. The fact that this position openly conflicts with both the Christian and Muslim religions is never taken into account. This is because NASA is not serious about respecting religious diversity. For example, when the biologists at NASA contemplate the origin of the universe and life itself, they all trample on the notion that GOD made the universe. Now, talk about the benefit of diversity: if the creationists are correct that God made the universe and created life, then all of NASA's attempts to explain how life created itself are in vain. If religious diversity were respected, then the question would also be honored that if God did create the universe, then how did he do it? That was the very question Albert Einstein asked, but it is ignored by NASA's elite who, at least openly, must agree there is no God. I think many of them do believe in God, but they are afraid of being condemned if they do.

How about a regular feature in the Astrogram? You could highlight a different aspect of diversity each month and feature a paragraph on different examples of specific employees.

I am most concerned about accepting women's contributions equivalently with men and with continuing to accept older employees.

I am not sure if NASA needs to do anything.

I am not sure since I am not sure how well training works. What is most effective from my perspective is actually working with people from different backgrounds with the interchange of ideas that is fostered working together. I don't know how you foster this other than having opportunities for people with diverse backgrounds to interact as part of their normal work.

I am suggesting involvement to increase worker respect and camaraderie. Some baseline standard for which an employee would be given training or support so that it creates a similar foundation among all of them (per Branch, Division, or Org). This is needed to create the mutual respect among our workers or something like it that provides some leveled playing field. One in which each worker participates to grow or relates to a shared bond. Some examples that can transcend culture and attitudes are team sports for common interest and military training that is a shared experience.

I believe at the highest levels of management that diversity is preached but I'm not sure that enough is being done at the worker level to really encourage it's values.

I believe Center Management at Ames is doing a good job. Sadly, I think resistance to diversity is mostly from the non-supervisors. Also, there's the contractor side. (I'm not speaking about the small-disadvantaged-minority-owned program.) I think the Ames civil servants are way better off than contractors. Of course, we as civil servants can do nothing for them, especially with performance based contracts, but I've heard stories from contractors about their management that I think qualify as gender and racial harassment. Perhaps diversity should be another metric in performance based contracts. After all, the workforce at Ames is mostly contractors.

I believe everyone is very aware of diversity. I work with people of many ethnic backgrounds in my branch. I have never felt/seen someone in my branch looked down upon because of their ethnic background. I never hear negative remarks about anyone, unless they actually underperform.

I cannot see any improvement where I sit in the boat.

I can't think of any.

I don't know

I don't know.

I don't know. Workplace diversity is one of those areas that is similar to walking on shifting sand, it can be firm or loose depending on where you step. In other words, it can work for or against an organization depending on the degree of implementation.

I don't think there is a fix for making Diversity successful. People are accepting on the outside because that is the political thing to do. But deep inside they continue to do business as usual. I have had four incidents at Ames, included sexual harassment and a racial comment. I chose to handle two of them in fear that the person(s) would be terminated. However one was handled very poorly by my management while the other was addressed. Things haven't changed a whole lot and until they do, the question still

remains in my mind, "How can fix Diversity when people of color are still being called "Hershey Bars" in the year 2007"?"

I don't think we can do too much more. Perhaps take a different approach and not even talk about it. It has been an issue since the 60's and it is pretty well ingrained in everyone I've ever run across at NASA and most other large organizations. The black actor Morgan Fairchild says to "forget about it - don't even talk about it." We are part of the human race. No matter what approach we take however, we need to address the issue of lowering our standards to accommodate the inclusion of others. If we take a stance that we won't lower our standards and include that in our diversity training perhaps it will go along way towards setting the trend.

I don't think we do near enough in fostering movement into the engineering and science fields by native Americans, Hispanic or African American students.

I had a hard time filling out this survey because most of the people in my branch/division/etc. are \*excellent\* at promoting all kinds of diversity, and many are great at promoting individual excellence as well. However, there is a specific individual I kept thinking about who has said things like "well, everyone works 14 hour days, what is your problem?" and in general is dismissive of new ideas. However, it is unfair for me to paint my whole division with that one person's bad brush--most of the division is super, and my task lead manager in particular is the best leader I've ever worked with, re: all kinds of diversity. Thus, I would recommend having 360 degree evaluations and including diversity as a factor there. In addition, being a relatively young female in a non-engineering field means that I and/or my field am/is occasionally dismissed out of hand by older, male engineers. Not sure how they can be encouraged to change in a way that doesn't promote reactance.

I honestly don't think that there is a diversity issue at ARC, but awareness is always a good thing. Also, (some) supervisors need to take more interests in the welfare of employees.

I like the idea that it is a priority and a focus for the Center. I think it needs to be more than lip service. It needs to become ingrained so it become natural.

I prefer that emphasis be placed on diversity of perspectives and opinions with more opportunities for "Town Meetings" where those differences might be exposed and explored.

I see some sex and race discrimination against white males both in and out of Ames. As long as this passes for modern practice you can forget about teamwork, which we once had here at Ames in spades. It's why we were so good.

I think Ames is already doing enough.

I think Ames is doing a good job right now!

I think diversity in the workplace at Ames is fine. I think the majority of managers/supervisors do the right thing and many are extremely compassionate individuals as well as good supervisors. What's not fine is Center Mgmt's preferential treatment toward their favorites or their "friends". I find it interesting that almost

ANYTHING can be done when hiring CS these days. There seems to be an exception to every rule. However, politics is politics and I think it's probably no different anywhere else. Bottom line: it is what it is and you just accept it and if you can't take it, get out.

I think in general, if you live in the Bay Area with all the diversity surrounding us, then you are dealing with diversity daily. The real question is how do you deal with it on this small campus atmosphere. Do supervisors/managers really embrace diversity in the workplace when they are just trying to plug up holes with sometimes a warm body? Getting back to the question: Training, training, training.

I think it is doing a very good job already and I can't think of any specific recommendation.

I think it is important to understand cultural differences and to foster appreciation and understanding of diversity among employees through Centerwide events. I think Ames does a pretty good job for the most part but many events are not widely publicized.

I think it is operating well in my limited time here.

I think they do a pretty fair job.

I think we are diverse.

If/when someone is accused of some form of discrimination/prejudice, investigate rapidly and if true, publicize it (and NASA response) so everyone knows that it's considered serious.

I'm not sure what this question means. Does it mean how does NASA increase the variety of genders, races, religions and national origins that are represented in the workplace? Does it mean how does NASA improve the equitableness with which career placement and advancement are applied?

Implement a more rigorous hiring process to include individuals with diverse backgrounds.

Improve on Diversity in the workplace for all regardless of race, creed, color or nationality. Allow minorities to have the same opportunities as their white co-workers. Just Play Fair!!

Improve on the numbers of diverse managers at the mid and upper levels.

Improving diversity will most likely hamper productivity. As long as all employees are open to diversity which I think they are, there is no problem and Ames needs to do nothing.

In all due respect - the center director announcing that we have a diversity plan and simply having a web site does absolutely nothing. Applied training/ awareness is needed from the director down. I am in a non-supervisor lead position but have never been offered training in this area. On the realistic side there are too many supervisors at Ames that will not sign up to diversity in the work place no matter how much training they receive. I have worked for some. I have always supported diversity in the work

place (even before it became a buzz word) but like so many other programs our senior management gets excited about XXXXXX, this is just another program that will be heading into the sunset some time in the near future.

incentives for working in cross-cutting teams; professional development outside Ames

increase hiring of diverse employees

Increase its proactivity in finding qualified new employees from non-white groups

increase promotions to the workers.

increase student minority programs with lead-ins to NASA jobs

Increasing awareness that diversity of ideas, attitudes, and perspectives are usually more challenging to deal with than differences in race, appearance and ability; but often yield the greatest rewards.

Insure that diversity is promoted by managers and supervisors as much as possible which is very difficult

It is my opinion that race or religion based clubs and/or groups have a negative effect on the overall perception of diversity by separating individuals and focusing on their differences rather than our similarities. Further, I have heard it remarked by several people throughout my career when a "celebration" week or month is announced for a certain group... "well, what about my race or religion...we don't have a group." I think there's too much emphasis on what sets us apart and not enough emphasis on what brings us together.

It will be ideal that Managers and co-workers learn and understand what diversity means

It's good as it is.

It's hard to do much in an environment of declining resources, which is what is happening in a lot of the science areas these days.

Keep teaching on diversity and diversity awareness issues. Don't be afraid to talk about those things that we are afraid of such as racism, homosexuality, sexism and the other isms that impact the workplace. These are all real issues that enter into the workplace and we can not ignore them, or sweep them under the rug, but we must deal with them. All people should be treated equally, fairly, and respected. Hold individuals accountable for their bad behaviors and actions.

Lead by example and not just by saying the right words.

Leaders, managers and supervisors who are at one time technical experts and promoted to handle personnel need to get maximum training in leadership and management. These people should become people oriented and with enhanced awareness of lower people who are trying their best to perform well and get promoted and become successful and feel good of their work at the end of the day. Also will not only be inclined to promote only their own kind such as Engineers, Scientist etc.

less talk, more results. we don't need committees, task forces, DEOB stuff - just results. the Center needs to "live" diversity, not try to preach about it or institutionalize it

less white males in management(N200 especially)

Like to see the role of the EO Office move towards teaching others about valuing diversity and equal opportunity rather than using laws and legislation to gain compliance.

Little comes to mind; seems to me to be working OK.

Look at individuals rather than so blatantly putting people in positions based on race and/or gender.

Look at other areas of diversity beside race and sex.

Make employees aware of the diversity at Ames. Let them know that people should accept these diversities and not be influenced by them in working with others.

Make it clear that diversity is not defined by race, religion, or sexual preference although these may be included in the many dimensions of diversity.

Make it mandatory and enforce having employees attend the diversity training/talks offered. Managers/Supervisors need to lead the way and not just "talk" about it. In fact, they do not even really talk about it. It is like everyone is afraid to mention it. Not sure why, but it sure sends a negative message. In the absence of knowing what this silence means, people interpret. Not always on a positive side.

Make sure that discrimination does not occur at any instance in the Center

Make sure that management know we are adults and not children. Signing in and out as if we work on an assembly line. Also promotion when the time comes for promotion and not being over looked. Also stop lying to the employees about degrees are needed before promotion when Headquarters is telling the employees that 24 semester units is all that is needed.

Managers need to be managers! Many NASA Ames Managers have no business in a leadership or management role as they have no management or people skills. You can't expect an engineer/researcher to be able to have the social skills that are required to manage an organization and mentor people when they are too introverted to communicate.

mean what you preach

More diverse folks in higher positions.

More focus could be given to specific examples of how diversity improves our problem solving. If these examples were broadcast and understood at the working level, I think that would lend more to improving our workplace diversity than the present actions taken. Instead, now we seem to focus on supervisory training, filling out tri-annual forms (which are doing precious little in my view), mandatory training that focuses

on the law, pedantic differences in the definitions between diversity and the equal opportunity, etc. In addition, I have to say that during the recent hiring splurge at Ames, I felt the EO office could have done more than they did. Effectively, we got lists of organizations to contact, seldom did their representatives attend interview sessions, and I would have hoped to have some assistance in identifying potential candidates. It was a real opportunity, and I thought much more could be done. I suspect the office was busy with other tasks, but it is difficult for me to understand after having hiring freezes for nearly a decade as to what could have been more important than assisting full bore in the hiring process.

More training in recruitment, more support from human resources

More training on what diversity is all about.

More training, team building

Most important is that Sr. Management needs to have a avenue for feedback from employees. Employees need to be able to provide feedback on Management performance so that Sr. Management is made aware of what employees think about their managers. Right now, Sr. Management only hears a filtered version from Branch and Division Management, which is often no where near reality.

My current group used to be more diverse than it is now. The reason is budget/workforce cuts. A lot of work has moved to MSFC and the MSFC workforce, in my experience, is less diverse than other centers. If NASA wants to preserve the diversity it has, it should stop moving work from other centers to MSFC.

My issue with ARC is less about personnel diversity, but instead on the disparity between research/science positions and institutional/support positions. Persons working throughout institutional side of this Center are less likely to be treated as professionals, and are often viewed as "necessary evils" instead of part of the Ames team.

NASA Ames and other institutions often use discussions of diversity to discuss our differences. I think this is somewhat counterproductive. I think it is far better for us to discuss how similar we are---we at Ames are all human beings who speak the same language, have reasonably similar career goals, etc.

NASA Ames as a whole does well. It's only one directorate that micro-manage, believes in direct reassigning employees who do not want to change areas.

NASA Ames could provide more internal detail assignments, targeting organizations that could use some diversity.

NASA Ames diversity program is effective.

NASA Ames has to be genuine in its efforts to improve diversity in the workplace.

NASA Ames is already doing a fine job.

NASA Ames is diverse.

NASA Ames needs to embrace diversity as part of the workplace culture. Everyone from senior managers to secretaries need to be educated on the value that diversity brings.

NASA Ames promotions are odd; frequently not based on merit. Merit is ignored. Power is political and protected, not in best interest of Center. Culture is cliquish. MANY opportunities are lost.

NASA and the federal government should cover domestic partners in health insurance, life insurance and other workplace benefits. This inequity discriminates against gay employees and discourages gay people from seeking employment with NASA/Federal Government.

NASA is an engineering organization that does not see people as human beings but as means to an end. It would be nice if upper management really valued diversity, and not just gave it lip service.

Nasa is doing very well with diversity in the workplace.

NASA needs to change the way it thinks and that starts with the people at the top. NASA needs to create a safe environment for their employees to be able to discuss diversity issues without fear of retribution and that starts at the top. The hard questions should be asked and not just this survey because it really gets us nowhere. The survey just sounds like this is something NASA has to do not what it needs to do. Until NASA steps out with actions diversity means nothing but a bunch of words. Take a good look at those in charge and who makes the important decisions. Is it diverse or does everyone look the same?

NASA needs to hire a more diverse workforce. I am worried especially when it comes to the next generation of leaders. It seems to be an agency of older white men.

Never stop. Diversity is not a program or an initiative with a start and end date. It's a skill, a change in culture, a way of life.

No specific thing

Not much; I think attracting individuals with the right education and skill mix is far more important to NASA's effectiveness than employee diversity

not sure - find a way to make it less of an institutional effort and more of a grassroots effort?

Not sure - they're already doing a pretty good job.

Not sure.

Not sure.

Not worry so much about it and figure out how to do our mission instead

nothing

Nothing really comes to mind. It is a law (or group of laws) and we seem to do a pretty

good job of obeying them.

Offer more training, or just informing employees what diversity really is.

Perform better employment outreach.

Perhaps we all need to encourage those who seem less confident or reluctant to express themselves to participate - or create an atmosphere where they feel more welcomed and more willing to take a chance on joining in or expressing an opinion. Perhaps a result of this survey could be a sharing of the examples and personal experiences of people who have felt discrimination - this could help others to understand the issues and change behaviors that have unintentionally hurt others.

Personal does Ames a disservice by putting diversity way way ahead of job skill necessary to do the job. Forced hiring to fill quotas will sink Ames as a center. Diversity is great, but lowering our standards substantially to meet quotas will put Ames out of business.

Place anonymous comment boxes in Center buildings and review at Directorate weekly meetings.

Practice what it preaches. Stop rewarding SES personnel, especially those who don't do their jobs and don't respect people, with ridiculously high bonuses.

pre screen before hiring any position requiring Mngt of personnel. all existing Mngt

Promote understanding of different types of handicaps, such as stuttering, tourette's etc., which may be not as visible as physical ones.

Promote and encourage workplace diversity discussions in branch, division and directorate meetings, all hands meetings and post visual reminders (posters, signs, comments, quotes, etc.) around the center to remind employees of the importance of workplace diversity and how it can lead to improved teamwork, exchange of ideas and a more dynamic workplace where creativity is not only encouraged, but actively promoted.

Promote diversity in a larger scale and hold more diversity activities

Promote ethnic foods in Mega Bite, invite speakers to talk about NASA history and contribution by employees with diverse backgrounds, promote awareness days.

Promote teamwork and encourage cross-skill consultation between Directorates, Centers, and HQ. Establish a best practice in diversity award for individuals and at division level.

Promote women into higher levels of management.

Provide better personal training to the individual needs so that he or she can better self grow in this diverse work environment.

Provide information about successful diversity programs and results in other organizations both public and private.

Provide more training in team building, including learning more about feeling and displaying respect for others.

Provide training for starters and if there is training, then to make more people aware of it by either making it mandatory or a mandatory saturn course that gets sent out via email.

Provide training funds for orgs to recruit, provide funds for education outreach.

Public relations -- make NASA a place that people want to work.

Put less emphasis on diversity of personal traits and more emphasis on diversity of thought.

Realize that the management manily reflects older white men,

Really look at who we hire at the highest levels, e.g.: Since XXXX has been here, it appears that most to all of the SES level hires have been white men.

Recognize that hiring the most qualified candidate is the safest way to go, but it does not mean it is the best thing for the team.

Recognize the problems, take action and provide training.

Recruit younger employees and give them an incentive to stay with NASA.

Redefine the hierarchical structure and level out the workforce so researchers (scientists and engineers) are more empowered and responsible. Eliminate middle managers (division & directorate). Rally the creative people at Ames around globally imporant problems.

Replace XXXXXXX. XXX actions verses XXX words regarding accepting different views, recognizing family commitments, and valuing employees are inconsistent. Many have complained to senior management (and the union), but other than talk to XXX management has done nothing but allowed XXX to continue. Most (seriously) employees figure they'll just outlast XXX but many are considering leaving or have left because of XXX lack of respect, professional treatment and dismissive attitude towards employees who have been at the center.

Respect each other.....non-judgmental. Educate, educate and educate.

Routine educational courses and/or organize some kind of diversity activities.

Search for the truth, management accountability and responsibility to eliminate abuse of authority.

Seek the top people and if they are not available from "diverse" backgrounds, work hard to locate and encourage feeding these people into the pipeline. I note there is very little here on gender. There are a large number of women at Ames, and they are not all treated as well as they could. There is still a lot of discrimination that is not so silly and blatant as sexual harassment, but is more the sort "well, she is too outspoken" or "she gets too much publicity", neither of which are applied to the men at Ames in my

experience.

special interest groups overshadow other groups Recent sexual harassment was rude and offensive to men.

Spend more time encouraging minorities to get an education.

Sponsor promising candidates at the high-school and undergraduate level to provide a pipeline of fresh thought and diverse ideas as well as diverse cultures to NASA

Step up recruiting of women and minorities.

Stop concentrating so much on differences. It seems that the only times that differences become apparent in the workplace are when they are brought up by special days for certain folks or by surveys such as this. Ames is predominantly populated by mature open-minded adults who are recognized for their contributions to the NASA mission. We should celebrate that and not jump to the conclusion that every decision with which we do not agree is driven by discrimination of some sort. That sort of attitude and the glut of mandatory training may actually do more to foster discrimination than to cure it. On some level folks who consider themselves put upon or discriminated against need to learn that this is not the case and to give the rest of the world a bit of credit. Just because I am a tall XXX doesn't make me any more or less of a resource or any more or less valuable to the center than anyone else, and no amount of training is going to convince anyone of that. Likewise for anyone or group of people who have a day, an awareness week, a community caucus, or an action committee. Ames is functioning very well as a diverse workplace. One very important thing that Ames needs to do is to recognize and accept this.

Stop hammering us on the head about how we should relate to one another when there is very little evidence that discrimination is a real problem here. Back off. Also, the separation of the genders in POSH training, based on some bogus belief that people of different genders are too timid to talk to one another damages the credibility of the program and further propagates the notion that men and women cannot get along.

Stop the diversity program. Stop diversity training. Hire and promote people on their merits only, NOT on their race, color, sex or religion.

Stop trying to force additional diversity to meet someone's idea of the correct demographics. Part of respecting diversity is to respect naturally occurring differences between general population demographics and the demographics in a particular expertise.

Stop wrapping sexual orientation up with diversity training. I don't understand how or why such sick behavior is now looked upon as being just another lifestyle choice. I'm just tired of all the perverts.

Supervisors actually being held accountable and disciplined for harassment or discrimination issues that they allow to happen in their units. I have witnessed a blind eye when it comes to holding managers and supervisors accountable in this area. One area to do this would be in their bonuses and performance evaluations.

Support more summer university interns

Survey questions 9a-c make no sense to me. What is meant by "value the {following} diverse characteristics"? Everything must be set in the context of willingness and capability to perform on the job. I believe managers do recognize "value" in an individual's beliefs and values.

Take it seriously and have mandatory classes in diversity.

Taking it seriously enough to make decisions that will lead to changes in the right direction. For example, Diversity Jeopardy may on the surface seem like a fun way to talk about an important topic, but it can easily be conveyed as trivial when presented in this format.

Teach us how to take and give back.

The attempt at NASA Ames to broaden the campus to include other organizations, institutions, and businesses will help diversity in the work environment the most in a time of limited financial resources all around for NASA funding.

The biggest hurdle is the lack of diverse life & work experiences in an ageing employee population most of whom have never worked anywhere else or done anything else. To the degree possible without creating undue disruption, there should be more "churning" of work -- opportunities to work elsewhere within or outside of the Center & of NASA, learning other viewpoints & ways of doing things. Details here to other kinds of work, details elsewhere to same or different duties in a different work & social environment.

The Center should require Division Level management to communicate with its workforce in a open and honest forum, with exchange of opinions. This has not happened in over two years with Code SC. The budget and overall work vision is kept very close to management and not shared with any of the workforce. The Division has far too many managers for its efforts and the diversity of the branches is thought to be funny by management.

The EO Office could be more proactive in searching out groups that potentially might have a diversity "issue" in their group.

The Equal Opportunity and Diversity Office is often a road block for diversity activities and support of the Diversity Groups to implement activities in support of the Ames' community.

There are a lot of diversity initiatives at the center and people advocate them and go along with the program, but I believe there is a lack of intrinsic belief in the concept. Therefore, people will attend the DEOB and the awareness sessions, but they might not really get what it is all about. Diversity is something that has been force-fed for so long that people get involved to check a box. It may be beneficial for Ames to take a new approach to the diversity initiative and focus on inclusion. People understand that diversity is helpful for the attainment of goals, but don't necessarily understand how to achieve it. An example, "Yes, diversity is beneficial and essential to our progress, etc, but what do I do? What is the action plan?" People don't know how to implement!

There are plenty of managers and supervisors who hire based on who they are comfortable with. They do not hire based on skills and experience. They hire based on excess employees or whom they are most familiar with. That, I feel, is a cop out, since supervisors feel they do not have the time to get comfortable with the most qualified individual. In terms of diversity, team leads, supervisors, managers all listen to thoughts and ideas closest resembling theirs. That's just the nature of the beast, unfortunately. We are not TRAINED enough to listen to other's ideas that are different from theirs. So, they can say that they are not including ideas based on gender, race, ethnicity, but not including ideas b/c it's different from their own.

There are very few women in leadership technical roles in my Division. There is not a sufficient emphasis on hiring women into the workforce of civil servant computer scientists.

There needs to be a more intelligent and rationale mechanism of hiring, and particularly for managers. The system is often corrupted by managers who bring in new managers that look and smell like them, against the advice of all that are asked - usually never. These are not benevolent leaders. This practice places too much power in the hands of a few, and has created a cloned group of miscreants - the exact opposite of a diverse workforce.

They are doing very well.

This appears to be a one-sided question in that unreasonable demands for accommodations can cause greater costs to productivity than the benefits derived from diversity. With this caveat, I think that Ames can do more to get religion and nationalistic chauvinism from being determinants as to how friendly people are to each other.

This is already the most diverse place I have ever worked. We have all kinds of programs in place already. I don't know what more they could do.

To continue to maintain zero tolerance for prejudice/discrimination.

To implement a supervisor performance evaluation program like other big corporations outside of the Federal government where the employees get to evaluate their supervisors on various subject including workplace divisivity. This will give upper management feedback as to how the supervisors are doing regarding workplace diversity. Currently, this type of feedback and validation does not exist. So you can do survey all day long, there is still no accountability on enforcing workplace diversity. The end result is it is still a good-old-boys network without any true workplace diversity.

Train its workforce to gain a better understanding of Diversity. This should be mandatory. Managers should demonstrate and be held accountable for diversity in their areas.

Train their employees the true meaning of Diversity.

treat everyone as if they are on the same level and equally important to Ames.

Treat everyone equally. I have never treated anyone differently because of gender, race, religion, sexual orientation, etc. However, Ames diversity culture seems to say that its alright to belittle the white man and trample on him. I have also witnessed quite a few promotions given to less qualified people all in the name of diversity. This tells me my future career at Ames, as well as NASA, will be limited because I happen to have been born white and male. Two issues I have no control over. Given that NASA and the US needs all the scientists and engineers (STEM areas) that it can get, one would think we would all be treated equally.

Try to avoid hiring on basis of race

Try to understand unique characteristics each person brings to the workplace, don't try to pidgeonhole people - provide opportunities in new areas for staff.

Unfortunately we have diversity lectures or prevention of sexual harassment lectures once a year (or less frequently). I am currently taking the Diversity Leadership Course. While 10 weeks is a long commitment, it seems like you need to have several sessions of in-depth discussion to get at diversity issues and have people just understand one anothers' experiences. Also, for many I believe you have to put it into very concrete terms as to what they gain from being more aware of diversity (you gain a variety of opinion and experience that's likely to enhance your bottom line, plus it's the right thing to do) but that it does take work and patience.

Unite the Management of Contractor & Civil Servant, i.e., Benefits (holidays, vacation, sick leave,etc.)and Workload responsibilities.

Upper management spend more time enabling the workforce and improving the culture of the center across organizations.

Vary recruiting strategies. Don't just look to the same places/tools to hire new employees.

Visibility of top management in work areas. Do random employee interview regarding diversity issues

Walk the talk , put forth better effort to inform all, and create a viable succession planning effort at the supervisor, management and SES levels which incumbents diversity/EEO objectives

Walk the walk and talk the talk. I feel that Manager play lip service to diversity in the workplace. The majority do not believe in it, understand it or embrace the concept

We are doing it with our Diversity plan.

We can develop better diversity through clearer communication. Communication is the key to relationships and in all life experiences whether we believe it or not, it is all about relationships. There seems to be very little effort at Ames to train employees in communications (or relationships) and yet most of our mis-understandings come from mis-communication. For example, different personalities listen (receive information) in different ways. The way I speak to others is a reflection of the way that I subconsciously prefer to hear (receive information). If I knew the way my co-workers

prefer to receive information then when I want to make sure my message is clear and is heard, I would speak to them in the way they prefer to hear. There are organizations that do this kind of training. (<http://www.thecolorcode.com/>) Bring training in Non-Violent Communications (NVC) to the workplace (<http://www.baynvc.org/> <http://www.cnvc.org/>) Statements that sound quite normal and acceptable on the surface may be considered "violent" because of the way it is received by the listener. As a listener, any time one feels uncomfortable, stressed, negative by what was said, what was said would be considered "violent."

We have all heard the term "ONE NASA" but in work shops such as Diversity Leadership there are only NASA employees, and half of Ames are contracted employees

We need more "employee" integration activities. We work together in the "fox holes" but never decompress together as a unit. When I first started here we did that kind of stuff. Things like sponsoring community softball/baseball leagues and tournaments at the fields or golf events at the course. Maybe even family day at the beach or one of the local amusement parks. Perhaps a San Jose Giants night or San Jose Saber Cats night. I think XXX is on the right track with a couple of his initiatives, but that is the "GI" coming out in him.

Well, XXX only hires white males. XXX only hires people that worked at XXX.

When advised of inappropriate behavior by upper staff levels, take action to correct it instead of letting it continue.

when I first started at Ames, there were a lot of efforts underway to let people know that this was important to the center and the center management and leadership at all levels, now we never hear about it at all; if the center management feels it is important, they should talk about that more, encourage it more; seems to me we are back to a good old boys network at the center

While keeping the diverse work environment, NASA Ames should not give preferential treatment to minority groups.

While training is necessary, it is somewhat stilted and mundane. I think more creative and interesting training would help.

Why do you assume that diversity is always a good thing? Technical skills are what should be judged first and foremost and always. If you can't make the rockets fly it doesn't matter how diverse the work force is.

why would you want to, no person wants a job simply because they are diverse. they want it because they are qualified and can be an asset. NASA is in trouble and needs quality people no matter what their background.

Within projects or programs, be aware when there is an obvious omission of women, or any particular minority, given availability of diverse workers. It is the subtle, unspoken exclusion of subgroups that undermines diversity in the workplace.

Work harder at recruiting people of different backgrounds and encourage questioning

of assumptions (regarding intellectual issues) even those of managers. Foster greater flexibility for working mothers and fathers.

Work to assure the complexion of the Center closer reflects the complexion of the community around it at all levels of the organization. More mentoring for under represented groups

XX has a very bad reputation amongst many of XX staff and other staff at Ames. Having someone who is more open and positive XXX would get more buy-in from many, including myself. Also, I was involved in recruiting years ago at HBCUs. I think Ames should do more of this, and bring in more young people from a diverse background as coops - this has a very positive impact.